

Manage

MAGAZINE OF MANAGEMENT MEN OF AMERICA

What about the "Guaranteed Annual Wage"?

Story starts on page 6

December, 1954

Forty Cents

new '55 DODGE flashes ahead in style!



New Dodge Custom Royal V-8 4-Door Sedan

It's flair-fashioned... and alive with beauty



You will know, from your very first glimpse of its sleek silhouette, that here is a car of a hundred surprises!

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A car of many innovations: Tubeless tires. Power windows and seats. A new aircraft-type V-8 engine.

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Take Command . . . Get the Thrill First Hand!

ABOUT THIS ISSUE

The December, 1954 issue of **MANAGE** Magazine is devoted almost entirely to a timely and objective discussion of the Guaranteed Annual Wage. Beginning on page 6 is an article titled "What About the Guaranteed Annual Wage?" William M. Freeman's "Business Notebook" column on page 16 and Samuel Irish's "Washington Report for Supervisors" on page 21 both explore the subject thoroughly. "The Guaranteed Annual Wage: Will It Help Or Hinder Our Economy" is found on page 18. Author of this authoritative article is Harold B. Lyda, an executive with the Associated Industries of New York State, Inc., Albany, N. Y., and a former first vice-president of the National Association of Foremen, and management consultant of the U. S. Defense Manpower commission.

William Levy suggests that you "take God to work with you" in his article "The Man Upstairs." It's on page 13. Turn the page for "Ribs and Roasts" by Ray Monsalvatge. It's the story of the Ohio Rubber Company's 15th annual "ribs and roasts" and how the well-coordinated unity of the management staff of the company makes it possible.

Learn who the "Management Team of the Month" is by turning to page 25.

MANAGE'S new club news page is called "What's News Among NAF Clubs" and it's on page 27.

"How Would You Have Solved This?" on page 28 presents another problem for management men to answer and has the answers to last month's problem, and the names of the persons who received checks for \$10 and Merit Award certificates. "And the Readers Reply" is found on page 30. Page 31 features "The NAF This Month"—news from 321 West First Street, Dayton, Ohio.

For new products and free publications for management men, be sure to see pages 32 and 33—the **MANAGE** Service Bureau. For national news of management men in capsule form, be sure to read "In the Industrial Spotlight." It's on page 34.

Manage

MAGAZINE OF MANAGEMENT MEN OF AMERICA

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THIS ISSUE'S TOTAL CIRCULATION: 62,768

THE NATIONAL ASSOCIATION OF FOREMEN, MARION N. KERSHNER, President; GORDON R. PARKINSON, First Vice-President; WESLEY MAGNUSON, Secretary-Treasurer.

The National Association of Foremen (NAF) is a non-profit educational, management organization devoted to unifying all segments of management, foremen to president; to recognition of a professional status for these management men; to broadening the horizon of first-line management for more effective leadership; to strengthening the free economy in America.

Its 62,000 members include all management segments, enrolled mainly in autonomous but affiliated "area" or "company" management clubs. It also offers company memberships, and individual memberships in special circumstances.

For full information, address the executive vice-president at 321 W. First Street, Dayton 2, Ohio.

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The MANAGE FORUM

THE EDITOR SAYS...

GUARANTEED ANNUAL WAGE

The MANAGE staff has devoted itself to giving a complete and objective discussion of the Guaranteed Annual Wage in this issue. We believe every member of management should be able to intelligently discuss it with his employees and other members of management.

We have timed the release of this data to coincide with organized labor's drive to establish the Guaranteed Annual Wage in the automobile industry. Just three weeks ago, Walter Reuther, CIO president, announced publicly that the GAW would be a top objective of his union in 1955.

In the pages following, you will find five articles touching on this subject. We hope you will avail yourself of the opportunity to bring your knowledge on the GAW up-to-date.

Next month, we will handle the subject of Unemployment Compensation in the same manner.

* * * * *

OPPORTUNITY IS CHEAPER

The opportunity for exercise of management initiative offers considerably greater returns than membership in a group offering collective security. In America's industrial society, the choice is still up to the individual. You can assume a management position and hitch your future to your personal ability to handle managerial responsibility, supervise complex human beings, and work intelligently and loyally to capital investors. Or you can stay out of management and go along with the herd.

There is no larger management association than the NAF anywhere. Its annual dues per member is still \$4.00.

Members of the CIO-UAW pay \$2.50 per month—or \$30.00 a year for the privilege of belonging to the group.

How many successful men in industry do you know who can point back to their labor union and say, "Through that organization, I reached this position of success." Unions simply are not in business to develop men.

The NAF is in the business of developing management men. In nearly all the 1500 firms now within the NAF orbit of activity, there are successful men who point proudly to the NAF and say it helped get them to the top. These men wag their heads a little sadly when they, every now and then, encounter an NAF member who grumbles to them, "What do I get for my \$4.00?"

A corporation vice-president who joined the NAF as an assistant foreman offered the best reply to such a question recently. He retorted, "Well, what do you get? Do you want these opportunities for personal development fed to you intravenously? Do you expect your club to vote you a raise or a promotion?"

Every now and then we are reminded that some men make a mistake by joining management because they, sadly, have ambitions that come only through management development but they expect to accomplish them by techniques employed only by collective bargaining groups.

Water will diffuse with petroleum before management marries collective bargaining.

The latter would be like the hungry wolf which ate himself. Though the hunger was satisfied, the wolf was all gone.

PROPER OBJECTIVES

The NAF has two objectives to offer its affiliated clubs: (1) individual development as professional management men and (2) development of management teams. The former objective builds unskilled supervisors into executives. The latter objective turns groups of management men into efficiently operating, highly-coordinated teams working in the best interests of the respective companies.

The greatest pitfall of NAF club endeavor is the dissipation of management team opportunities through disregard for the objectives. Some clubs have been known to stray completely out of the management field and into territories of service and civic clubs.

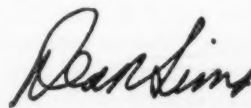
In order to justify its existence, the NAF club—like the NAF movement—must be completely dedicated to fulfillment of its industrial obligations.

When a management man ceases to grow in managerial stature within his company, then he is on his way out. The very same holds true for management clubs.

Every NAF club undoubtedly recognizes, now, that the often-forecast "hard sell" era is upon our industrial system. The future well-being of every NAF-associated company depends greatly upon those companies' management groups recognizing their responsibilities and getting down to work to make the best possible product (or render the best possible service) in the most efficient manner.

During the easy-sell post-war years, it has been easy for a management man to identify himself with the profession.

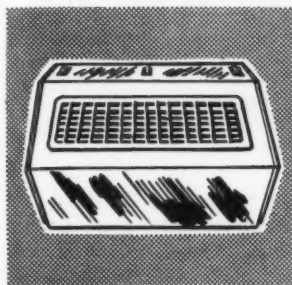
Now he has to prove it.



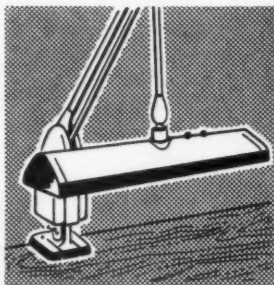
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Sound employee relations

include:



**Air
Conditioning**



**Better
Lighting**



**Health and
Insurance Benefits**



**Safety
Programs**

and refreshment on the job

More and more, modern plant managers recognize that today refreshment is important too.

Workers want it. A stop for refreshment eases tension—and that's a safety factor.

Of all soft drinks, workers prefer Pepsi-Cola—as proved by grocery store sales in metropolitan areas. Pepsi is the fastest-growing cola.

Vending machines for ice-cold Pepsi belong in every modern plant. Take your pick of many types, vending Pepsi-Cola in easily disposable paper cups or in the convenient 8-oz. single drink bottle. You invest nothing and a Pepsi cooler yields substantial proceeds which you can use for many purposes.

With summer coming on, the time to do something about it is now. Write for full details today.



Industrial Sales Division

Pepsi-Cola Company

3 WEST 57th STREET, NEW YORK 19, N. Y.

Will a guaranteed annual wage stabilize employment?

What adjustments in the American economic system would be caused by a guaranteed annual wage?

Is the guaranteed wage a union responsibility?

Would the wage guarantee actually stabilize employment?

Is the wage guarantee a prerogative of the employer?

Can we afford the guaranteed annual wage?

Would a guaranteed annual wage weaken organized labor?

If the government guarantees wages, is that Socialism?

Would the guaranteed annual wage discourage initiative and thrift?



Let's explore some of the best thinking behind the research done on the **Guaranteed Annual Wage** subject. Can employers be fairly expected to carry the burden of the income insurance or is such the responsibility of the working man's union?

Here is a factual story, written to give you information you need to discuss the issue with your employer, employees and neighbors.

What About the Guaranteed Annual Wage?

ONE of the most provocative problems currently facing the free enterprise system involves the search for security for industrial wage earners.

This problem is of interest to both labor and management because both have a stake in whatever solution may be developed.

A number of solutions have been advanced, some apparently good and some obviously bad, but none have attracted as much comment and interest as the guaranteed annual wage.

Importance of this annual wage issue is emphasized because it is a phase of the broader and more fundamental question of greater stability in industrial production and employment.

Businessmen are vitally interested in attaining greater industrial stability and hence, greater stability of employment and income for wage earners.

Irregularity of operations is not only costly, but imposes many added burdens and problems on management, giving management and employees a common mutual interest in a sound and enduring solution to this problem.

A great deal has been written on the subject, and an analysis of the ideas reveals they agree on just about one point:

The guarantee of annual wages is not the solution in the search for security.

Our material was selected

from widely known reports on the subject by A. D. H. Kaplan, the Chamber of Commerce, Industrial Relations Counselors Inc., Frank Rising, general manager, Automotive Parts Manufacturers association, and the Business Advisory Council (BAC) of the Department of Commerce.

The BAC report is based on a review of the report of Murray Latimer for the OWMR Advisory board.

It is noted the Latimer report authors apparently became convinced the income of industrial workers cannot be sufficiently stabilized, even with the best efforts of their employers.

They based this opinion on the belief most of the sources making employment unsteady are

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beyond the control of the individual businesses.

Accordingly, the Latimer report turns to the idea of socializing the cost of greater stability by increasing unemployment compensation benefits.

This solution is proposed:

Employment compensation benefits should be increased to 65 per cent of full wages of a maximum of \$32.50 per week for 30 weeks.

The employer would supplement these payments to provide the unemployed worker with full wages, with experience rating being ignored.

The BAC points out such a solution in effect spreads the cost of the recommended higher benefits of the risk, with the result the stable employers and industries will be required to pay most of the cost of the increased benefits in the inherently unstable ones.

The Latimer report then recommends the present corporate income tax laws be modified to permit the tax-free accumulation of reserves for such plans, and a modification of the present-over-time penalties of the Wage-Hour law for employers who seek to stabilize the earnings of their employees by means of approved plans.

The BAC review points out that "the tragic social and economic results of mass unemployment would be difficult to exaggerate; however, it is equally tragic to lead wage earners to believe that the solution can be found by making unemployment tempting by paying substantially the same to the unemployed as they earned while working.

"While it is socially necessary and desirable to provide a minimum subsistence for those who are unemployed through no fault of their own, any extension of this idea to the point at which the incentive to work is materially reduced will only result in a progressive decline in production and in our standard of living. Your committee regards increasing productivity of the individual worker and stabil-

ity of production and employment as the only real solution."

The BAC believes there is "increasing recognition that much of the emphasis upon the guarantee of wages is misdirected. The guarantee of wages places emphasis upon the means for financing unemployment, while without exception every serious study of guarantee plans recognizes that the real goal is the attainment of more regular flow of work and earnings.

"This is not the immediate and longer term objective since the extent to which greater security of income can be attained is dependent upon the extent to which the productive use of labor can be stabilized."



The BAC report suggests four methods of stabilization of employment, production, distribution, purchasing and personnel, outlining the ways they may be used to bring about the desired result.

Seasonal fluctuations can be eliminated by sales forecasting, long-range planning, development of new products for off-season production, stimulation of off-season demand by price changes, development of new product uses, closer cooperation between manufacturers and suppliers, to get production on a more stable basis and offering of vacations in dull periods.

Industrial Relations Counselors Inc. (IRC) feels the real needs of employees can be best met by so planning the company's operations as to give employees maximum continuity of employment.

"When that is accomplished, a guarantee becomes of little moment, except as an issue in collective bargaining. The important thing is steady work at steady pay. Companies that achieve this objective will find themselves in a strong position to deal with any demands that may be made for wage guarantees."

The IRC contends the guaranteed annual wage involves serious financial commitments based on unpredictable factors, with the real danger resulting from being forced to make contract commitments involving promises beyond the control of management to fulfill.

"Such a state of affairs," IRC contends, "could only lead to disillusionment, serious injury to employee relations and, in the end, to possible financial difficulty or even bankruptcy."

The IRC feels proposals to supplement unemployment compensation defeat the objectives of the state unemployment insurance systems, and that suggestions for a joint union-management board of administration may lead to loss of important management functions.

The report cautions that every management has the obligation to give thorough consideration to the manifold aspects of the guaranteed annual wage, and to be prepared for the demand when it comes.

"It is entirely possible the very vehemence of organized labor's demands for the guaranteed annual wage may compel managements in many instances to grant the demand in various forms," it is pointed out.

But in an aside, another word of IRC caution:

"But such instances should not lead industry generally to believe that the guaranteed annual

(Continued on page 8)

WHAT ABOUT THE GUARANTEED ANNUAL WAGE?

(Continued from page 7)

wage is inevitable. In view of the magnitude of the commitments, the negotiations should be preceded by adequate management preparation and, even then, should be approached with due caution.

"In the last analysis the employees' stake in continuity of employment and pay is dependent on the survival of his employer as an economical effective entity."

The Chamber of Commerce frankly admits expansion of the

It is pointed out all or nearly all the successful guaranteed wage plans have been either severely restricted in coverage with provisions for suspension, or have been found in food, soap, show, and retail and wholesale enterprises and not in the unstable consumers' durable and capital goods industries.

The Chamber feels, and not without some justification, that the demand for the guaranteed wage is in reality a demand for adequate job opportunities, for high level employment.

"There is reason to believe that if we can maintain reasonable stable prosperity in the years ahead, this is what the American

upon, since wage payments must be based on production and sales.

This stand gets right back to the original contention of most experts, who hold the guaranteed annual wage can only follow after employment and production and sales have been stabilized. When that comes about, the annual wage will be assured and will need no guarantee.

Moreover, the Chamber points out that such authorities as the CIO and United Automobile Workers' union both emphasize that generalizing the private guaranteed wage would require detailed, over-all tight economic planning of our society in order to make good on the guarantee.

"That such planning would transform our economic system in a basic sense is generally agreed, and that it might slow down adaptive growth and weaken us, is also widely believed," the Chamber points out.

Kaplan, in his book, "Guarantee of Annual Wages," said bulk of the guaranteed wage plan initiated before 1930 did not survive, either because their commitments proved untenable, or the advantages proved negligible to employees.

Nearly all continuing plans are in nondurable consumer goods and services, in lines with peculiar advantages of stability, or with special employees apart from the main labor group, he points out.

Kaplan explains that in general, successful experiments have been in companies with predictable seasonal or other short-term changes, where the pay checks of high and low weeks can be averaged, and where the production and marketing miscalculations of a current period can be corrected by adjustments in the succeeding period.

He reports labor holds mixed feelings toward the guaranteed annual wage and cites the five problems with which it is challenged:

Where the workers are represented by a national union, the guarantee would logically presuppose agreement on the agree-

The CIO has pointed to the George A. Hormel & Co. at Austin, Minn., as an example of the beneficial effects of a successfully operated annual wage plan (CIO local #9 of the Packinghouse Workers of America). Hormel management developed and presented the plan, based on management's criteria of safe margins—and in operation before the workers were organized.

The workers joined the CIO because they believed through the union they could more effectively present their objections to certain management proposals, or their demands for further concessions.

One labor leader commented on the Hormel plan: "I wouldn't like to see the Hormel plan spread to our other CIO locals. The men in the plant mostly take what Hormel worked out for them, so there isn't much that we can build up for our men to fight for, to keep up interest in the union. If we sign any more annual wage agreements, they'd better be union-made, instead of taking only what management would do anyway."

private guaranteed wage has been slow and that experience with such guarantees has been so limited that it has not been possible to study and isolate the effects on economic expansion, growth, labor mobility and other desirability shifts and adaptation in the economy.

"Objective economists and students of the problem generally agree the private guarantee of wages would not overcome the economic fluctuations and general economic instability and that it would not gain the objectives sought by its proponents," the Chamber contends.

people want and will settle for," the Chamber points out.

Along this line, it points out individual employers in many cases have done much to eliminate policies which lead to instability and that other employers would be wise to study these experiences in order to bring their own employees greater security.

Getting back to the guaranteed annual wage, the Chamber booklet points out employers emphasize the importance of prior stabilization of production or sales, or both, before the formal commitment is embarked

gate man-hours or employment an industry can support and the number of workers among whom the work would have to be distributed.

Additional responsibilities would be placed on labor in determining priorities against discharges and changes in eligibility for guarantees when an industry could no longer maintain its guarantees or where agreed limits of the guaranteed have been reached.

Caution of individual firms against taking on additional employees, for fear of acquiring additional guaranteed overhead, would tend to freeze employment among the older generation of workers and slow down opportunity of young workers to break into the labor force.

A substantial portion of the labor force represents short-term jobs. Some industries have natural peaks that cannot economically be leveled. The extra crews released by such industry are vital to production in others.

The steadiness of employment in heavy industry depends upon the freedom of movement of employees into lines of business from which new capacity is being produced to meet changes in consumer choices.

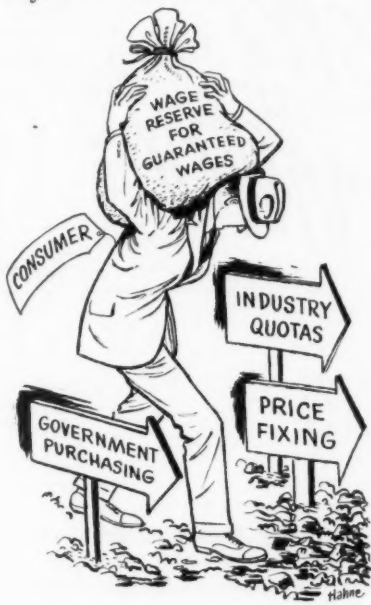
Kaplan points out that the greatest interest in guaranteed annual wages naturally is in industries in which the greatest employment fluctuations occur, for that is where the largest security problems exist.

He explains there are a number of logical developments that will result from efforts of companies to meet the annual wage guarantee in plants which accept and try to go along with the movement.

The labor force would be confined to those who could be kept continuously employed. Once all the workers are busy, additional orders would not be accepted without serious thought concerning the hazards of hiring additional workers.

Moreover, the spread between high and low prices would be accentuated as firms employed

aggressive tactics to meet their payment commitments. And these often would be tactics not in the best interests of the economy.



Other results could be a tendency to treat the required wage reserve needed to meet guaranteed wages as a social cost to be borne by the consumer, and possible price fixing, establishment of industry quota arrangements or government purchasing of supplies not otherwise marketable.

Kaplan emphasizes the chief hope of the annual wage guarantee as an aid to employment security lies in a belief the guarantee of current payrolls will stabilize consumer purchasing power and thereby sustain employment across all branches of industry.

But he contends this expectation fails to take into account the wide variation among industries, especially as to durable goods, where security of employment is concentrated.

He explains that while aggregate payrolls, consumption, and total production move generally in the same direction, the record shows that in sustaining high payroll levels, purchasing of consumer durables is no more

consistent than business capital expenditures.

"Guaranteed payrolls and mass consumer power do not insure crucial areas of capital goods production which depend upon new investment," he explained.

He sees the suggested integration of unemployment compensation funds with the annual wage commitment as introducing a conflict of objectives.

"Were unemployment compensation funds to be included as part of the guarantee payment, that would mean a public contribution to carry out a private contract between employer and employee," Kaplan asserts.

It not only would bring unemployment compensation up to 100 per cent of full-time earnings while the employee was attached to a payroll, but it would, in the case of an extended layoff, leave the employee without any unemployment compensation benefits on which to fall back when his guaranteed employment ended.

While it is generally recognized there is room for improvement in the design for production and marketing programs so they may provide more security and employment, the advantages of any system used to provide job security must first be weighed against the disadvantages.

And Kaplan feels the freedom of economic security permitted job makers as well as job seekers is an important consideration which, nevertheless, would get varied reactions depending on who is doing the considering.

For example, a consumer still short on the basic essentials probably would give primary consideration to security in his present job.

For the majority of Americans, stabilization of consumer purchases to conform with a predetermined pattern of employment overhead probably would seem a big price to pay for job stabilization.

Investors and business owners also might differ as to what is of
(Continued on page 24)

What's Wrong with Supervision?

Here is as clearly-thought-out a piece on supervision as has yet been written. And it comes from the pen of an industrial worker who has been supervised for 25 years—and who objectively tells you what's wrong with supervision.



By Jack Curran

AT 45 I'm what I was at 20—a semi-skilled industrial worker—yet on four separate occasions during the intervening years I have been tapped by managements for jobs in supervision. Each time I've turned down the offers.

Why?

My rejection was based on two counts, each of them sound. I have felt over the years, and management's attitude has not changed my thinking, that industry doesn't pay its supervisors salaries commensurate with the responsibilities it expects them to assume. The fact, too, that four managements believed I possessed the qualifications for supervision was hardly proof that I had them. Knowing the jobs thoroughly, being capable of handling equipment, mechanical problems and production methods made me a good workman; yet all these were not sufficient. I lacked the one essential quality for supervision—*leadership*. And I had the sense or intuition to realize my capabilities and limitations—that I was unsuited temperamentally for supervisory responsibility. I could always do the jobs, yet in a lifetime I had

not nor could ever acquire either the knack or facility to direct others to do them.

Too often the end result—poor supervision—has its start at this very beginning—with the promotion from worker unit to foreman. If workers picked for promotion thought less of this flattering recognition; if they were ruggedly honest not alone with management but themselves, and measured their abilities objectively, many could reject the promotion and there would be conceivably fewer supervisors starting stomach ulcers, industry would have much less inept foremanship and find it currently unnecessary to pour millions of dollars into training courses to teach its supervision the basic fundamentals in the human relationship between employee and employer.

We older hands have long been aware of how our over-all industry regarded the lower level of its management with tragic indifference and reaped thus a sad harvest of poor foremanship. Many of us recognize how important a link supervision is between management and ourselves yet have viewed

the supervisor with eyes considerably less than respectful. Thus the average foreman has long been a complete anomaly: neither fish nor fowl, roaming a lonely no-man's-land, subject always to the complaints, abuse and malingering of those of us under him and the urgent pressures of management above. He has been the ideal whipping boy for whom none feel sorry—except, perhaps, himself—and here his own self-pity is wasted—nobody forced him into supervision—he practically asked for it.

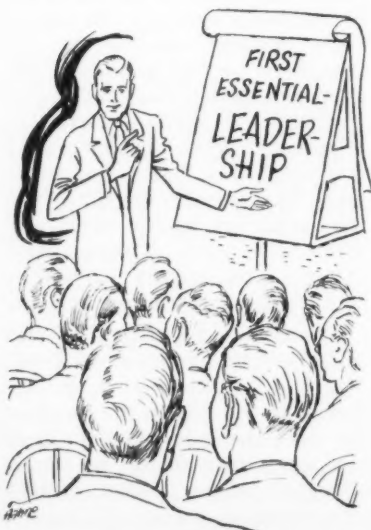
Tact and diplomacy now form the keystone of modern foremanship stemming, presumably, from courses of instruction directed along the line of that ancient axiom that one catches more flies with molasses than vinegar. As an older hand I feel this new approach is designed also to instill subtly in our minds that supervision is part of our production team rather than the directed voice of management. The hope of industry, apparently, is that this newer concept not only increases production, but obtains a newer respect for the aims and ills of supervision and miraculously gives birth to an hitherto lacking

compatibility between worker and foreman.

How effective is this new look?

Frankly, it is as phony as a three dollar bill and obvious not only to we older hands, but to the younger ones as well. The supervisor is not part of our team anymore than a football coach is part of his aggregation. No coach is out to win games with his muscles. He thinks to win. It's his job. His players know and are never permitted to forget that he is above and not of the team. By the same token the foreman is out to get production. He should think to get it. That's how simple it is.

The new concern for the workers—"Don't hurt our feelings," may in some cases have a stated effectiveness, but firmness is too often sacrificed and since, by and large, there have never been found adequate substitutes for straightforwardness and rugged honesty, the approach is frequently wasted on those among us to whom this attitude is neither tactful nor diplomatic but mistakingly a sign of weakness. To many of us the boon of a foreman's good will is often artificial and unnecessary. Whether or not we care to admit it we still need leadership—we'll always need it—and we've go to realign and sharpen the line of demarcation blunted by this new look.



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From the production line viewpoint an average supervisor should have but one aim—to win the respect of those of us working for him. All his job training aside, he needs but one tool to obtain this—*common sense*. The tragedy here is that so much potentially good supervisory material possess other qualities in abundance, yet lack this—the most important quality of all. Most have sense enough to solve all problems except the human relationship. Actually, the average supervisor should know if he has and employs common sense in this relationship. In turn the respect he wins from its shrewd use will automatically obtain for him a high production norm. Any worker will put it out and to spare for a superior he respects. And searching back through my industrial years I find only three foremen who were worthy of complete respect and obtained high production because they won and continued to earn it from those of us under them.

We workers don't envy another simply because management upgrades him. We respect him only when he's shown us he is a supervisor. Ironically we are not called upon too often to offer the average promotee this respect he needs so badly and

which eludes him because he cannot grasp the tricky relationship which makes us both weakly human—his to err and ours to condemn. He frequently doesn't use the relationship—he abuses it.

Over the years I've worked for every conceivable type of foreman—good, bad, indifferent, strong, weak, dishonest and honest. I've seen most of them stub their toes against the stumbling block of human relationship—it licks nearly all of them at some time or other; it's the bugaboo of supervision because supervision has made it so. And we can make our start right here. . . .

What is so often responsible; even from the very beginning, for the marked personality and attitude shifts in both worker and promotee when one is moved up into supervision?

Let's face it.

So long as there is Labor and Management, and no matter how enlightened each may become, they are divided by an invisible fence, yet a barrier for all its intangibility. When a man is upgraded he hurdles the fence. The barrier, quite simply, is a psychological one. Not quite so simply, though, one cannot explain the where or why of our attitude; neither can the worker who has left the ranks explain either the attitude he leaves and

(Continued on page 12)



WHAT'S WRONG WITH SUPERVISION?

(Continued from page 11)

the newer one he acquires—both, however, come out of the wall that divides. And there has been no psychiatrist within industry or outside it who has yet come up with either an adequate or reasonable answer for its existence.

You can attempt to minimize the presence or the import of this barrier, scoff at it as something archaic and having no place in contemporary industry, but you'll be kidding yourself. Denials, shrugs and indifference won't batter it down.

The worker and his supervisor meet at this wall every day and it's a healthy production unit wherein each knows how close to the wall he can come without losing the balance which maintains that firm level necessary between director and directed.

How does supervision abuse the human relationship?

There are, first of all, the insecure foremen who fear and retreat from the wall and who, as supervisors, lose the human touch, holding those of us under them at arms' length. I've worked for supervisors who were strict disciplinarians and whose withdrawn attitudes were nurtured on the fears of their own uncertainties. Seemingly contradictory, as a member, variously, of union bargaining units I've noted that the men in top management with whom we negotiated contracts were more objective, reasonable and open minded than many of the supervisors they employed.

In most cases, though, the abuse becomes plainly apparent when a supervisor tries to play both sides against the middle—when, carrying out the objectives of management, he yet tries to clamber back over the wall; when he substitutes for honesty and common sense a readily recognizable guile, a wiliness and hypocrisy. He'll lean 'way over the wall.

"Look, you guys, they are on my back." In his case "they" are those

in top management from whom he seeks to give the impression he is divorcing himself. He'll betray their trust by lowering the standard of normal supervision, by implying he isn't their kind.

"I'm still one of you. We're all in the same boat. Gimme a break, fellas. . . ."

None of us take seriously this type of character except a management gullible enough to have been taken in by him initially. This type is a dime-a-dozen in industry and are in supervision because management, in considering workers for promotion ponder one of the silliest questions devised by personnel departments—to wit: "How does he get along among the men with whom he works?"

What do the answers prove? If he doesn't get along he's bypassed. He might do excellently, though, with his fellows as a worker. This is in no way indicative that he can as a supervisor. Even as a side consideration it is hardly a criterion upon which to base the proposal of an up-grading—but top management, for all its practical know-how, is less than infallible.

There are supervisors completely without perspective. I've worked for some who had the fault of discussing the shortcomings of a worker with others in that worker's group. I've been among foremen who criticized other foremen in the plant before their employees. There are the foremen, too, who should be workers—those who get panicky when production figures fall below the established pattern and pitch in with the group to get the work done and, consequently wind up behind the eight ball with the union because an alert shop steward tickets him for stepping out of line. There are the ever familiar supervisors who mistrust the abilities of their workers and hover over them continually, checking and back-checking to insure no errors and in their zeal destroying the confidence and balance of employee teamwork. More than one foreman has stubbed his toe with the belief that by discussing some problem with his men dur-

ing lunch period and asking their help in solving it he is proving himself a regular guy—"just one of the boys," and that his attitude is flattering to his men. It is his misguided approach toward the new administrative democracy which management, sooner or later, will find disrupting to production. He may get his answer from such round-table discussions; he may in turn go to the well of patience once too often. The boys, of course, soon get the idea they're, "doing his job," or what is conceivably worse, "his thinking," and our friend is soon written off as a complete knuckle-head.

One of the most common failings of supervision is its inability to see the production picture with an inner eye. This brings up a condition puzzling to them and there is hardly a foreman who has never been faced not only with the problem, but the inability to solve it, or discover for himself why it even exists. Quite simply it begins in this fashion:

In every work gang or production unit there are a few employees who are good workers in the sense they keep moving, are willing and always find work that needs doing. They need not necessarily be eager beavers; they might not be bucking for promotion—just workers who have learned the hard way that intolerable jobs are less interminable, the clock moves faster if they keep moving. The supervisor realizes quickly enough that here he has a nucleus for solid production and, sighing to himself, whispers wistfully: "Brother! What production I could get if I had a few more guys like these!" In time it is inevitable he comes more and more to depend on them. Also in time, and equally inevitable, he overloads his willing workers.

There is a slackening off and a dip in the production level. His top workers look at the others in the group, the indifferent one, the goldbrickers whom the supervisor should be supervising in better fashion, getting

(Continued on page 26)

THE MAN UPSTAIRS

By William Levy

"A prayer in its simplest definition is merely a wish turned Godward."

Phillips Brooks

NEVER in the history of the world have we made the scientific advances prevalent today. The poorest man in our country enjoys the fruits of technological development that are beyond the wildest dreams of the learned men of yesteryear and unavailable to the mightiest monarchs of old. We enjoy and take for granted our television, our car, our refrigerator and electrical appliances. Everything seems to point to greater physical comfort and ease. More people attend and graduate from college than ever before. It should logically follow that people are happier and enjoy greater peace of mind. And yet, today we set new records for the number of people in mental institutions, the number of people torn by neurotic fears and tensions. People are literally scared to death by the hydrogen bomb, biological warfare, the imminent Communist scourge. What has

happened? I believe it was well stated by the man who said, "We've learned to fly like birds in the sky, we've learned to swim like fish in the sea, maybe we ought to learn to walk like men." We have billions in gold stored at Fort Knox but as a nation we're in imminent danger of becoming spiritually bankrupt.

Is there an answer, is there a remedy? I think so. We must enhance in the hearts of all of us a simple unswerving faith in the Infinite and the final rightness of things. We must continue our partnership with the Power greater than all of us.

High on the hit parade, some months back, was a song made popular by Kay Starr. It would be well for all of us to review the words of "The Man Upstairs." In case you have forgotten it, here it is.

*Have you talked to The Man
Upstairs,
Cause he wants to hear from you,
Have you talked to The Man
Upstairs,
He will always see you thru.*

*And if trouble ever troubles you,
Don't you run and hide,
Cause if you ever need a friend,
He'll be right there by your side.*

*Just turn your eyes toward
heaven,
And say a simple prayer,
Through clouds of lace, you'll see
His face.
No matter when or where.*

*Have you talked to The Man
Upstairs,
He wants to hear from you,
Have you talked to The Man
Upstairs,
He will always see you thru.*

TAKE GOD TO WORK WITH YOU TODAY

I wouldn't be at all surprised but what many have seen this on a bus or billboard ad. How much of an impact did it make on you? We are willing to share our Sabbath day. Why not let Him share our work week so that we can maintain the same spiritual standard that we set on one particular day?

One of our basic weaknesses is to call on God only when it's convenient or when we are in trouble. Then we want Him to intervene and get us out of a tough spot or prevent an unpleasant event from transpiring. We're not concerned about basic laws, principles or morals. We are looking out for our own selfish interests. Man is sacred, created in God's image and with God's spirit. I think it was with intent that we are not made perfect and given the power of making moral choices. Man should be good by choice, not by predetermined design or compulsion. This is consistent with our entire way of living.

As I've stated many times, I'm not a man of the cloth and I'm not trying to preach to you. What I've said makes sense to me. You're free to accept or reject it. All I ask is that you think about these concepts and see if they make sense to you.

In a previous article of this nature, I closed with a prayer that helped me in meditation. I received many requests to select

(Continued on page 24)

The well-coordinated unity of the management staff of The Ohio Rubber Company leaves little to be desired. And just to prove it, one evening a year is set aside for a supreme test—the

Ribs and Roasts

By RAY MONSALVATGE

FOR 364 days the Foremen's Club of The Ohio Rubber Company has been preparing for the 16th annual "Ribs & Roasts" meeting (that is, ever since the 15th annual affair). The situation was tense, expectant, for every member knew the curtain was about to go up on the extravaganza—a merciless ribbing of top management. It would be funny to watch, cause faint twinges of discomfort in many, as barbs would be thrown with absolutely no holds barred.

The audience was comfortably seated—with the exception of the maintenance superintendent who had been chained behind the post he had refused to move before the performance and the club's former NAF area manager (who previously had fancied himself as something of a magician) who was left struggling in a corner after having been tied up tightly with rope.

Stomachs had been filled to capacity with a sumptuous menu prepared by "Ze Famos French Chef, Peeair Franswa," consisting of "barbecued hog bones, San Quentin quail, soufflé

buzzard, schlumeel with triffls, and stuffed, split infinitives."

Now, the house lights dimmed. The dismal cords of the overture were heard (played by the Ohio Philharmonic and Jug Band) and all hands knew it now was too late to back out!

Early in the game, there was a parody on the TV program, "This Is Your Life," completely surprising and considerably upsetting the principal as he heard his innermost secrets laid there—complete with pictures.

And so it went—nothing was sacred. The space cadets operated the darndest control board we've ever seen. It revealed plant emergencies from time to time. One strange pattern of flashing lights explained that the company president had just found out what a vice-president was up to; another that the coast was now clear, for the plant superintendent had just left the plant. Screams pierced the air as a welder sealed himself up behind a ventilating duct, (the control board indicated that the cadets should call personnel for another welder).

A terrific explosion ripped the hall, supposedly pitching 15 tons of lamp black all over.

"Now we can't tell the workers from the foremen."

"Sort out the guys with tools and get back to work!"

Another bang and the welder was blown free (he demanded time and a half while he was hemmed in).

The scene shifted to the "upstairs offices" where all sorts of weird goings on took place in the name of progress. "You wouldn't believe it, but YOU ARE THERE."

An office supervisor is officious and scheming, trying to take over the duties of others, especially when they are on vacation. He constantly puts up "Think" signs. He maintains the payroll machines are infallible (his viewpoint is backed up by the repair representative who has two heads—"You need two heads to operate those machines.") The worker who received a check for 24 cents after working 48 hours received the correct amount, they say,

MANAGEMENT STAFF audience of The Ohio Rubber Company are all attention as they view the goings on of "winged" Harry Parr and Harold Snyder who played the roles of high company officials at the annual "Ribs and Roasts" affair.



for the machines **never make a mistake.**

A general foreman was discovered operating a junk business on the side, selling plant scrap. A company official had paid \$3 for 1800 square feet of scrap lumber to put a kitchen on his cottage. Another had an entire bill of particulars against him—he had ordered two electric ranges as “samples,” and had one installed in his own kitchen and the other installed in the home of a vice-president he was trying to impress.

A top management man was mauled for his all-out efforts to get into “Cloverdale,” an exclusive country club; another for trying to sell real estate. Not to be omitted was a devastating scene laid in NAF’s ivory tower national headquarters, where everybody in top positions seemed to be gunning for everyone else’s job, especially the big ones. Political chicanery reached the top that night. Hardly anyone missed good-natured kidding, except the one man who was so angelic that the program committee couldn’t think up any dirt on him. (He appeared dressed as an angel—complete with wings and halo).

Note these facts: Although this article doesn’t mention names, the entire club program **did**. While the proceedings probed deeply, they did so in such a way as to safeguard against actually damaging any individual. As a measure of caution, one top management man approved the script, except for the part concerning him, before the show went on.

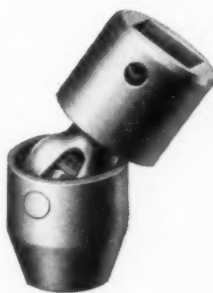
And here’s the great point. All levels of management have such good relationships that it is possible to stage a show of this kind each year. The Foremen’s Club of the Ohio Rubber Company demonstrates the NAF principle of “Unity In Management” at its finest. Could your club put on such a program? If not, how splendid it would be to weld the management team together so harmoniously that it would be able to do so!

MANAGE December 1954

CORRECT !



in the classroom!



CORRECT !



in the tool room!

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BUSINESS NOTEBOOK

by William M. Freeman



NOTICED THE TENDENCY among banks to do away with the old-style teller's cage? More and more are handing out money or raking it in over a regular retail store counter. The reason money doesn't need as much protection—iron bars, suspicious tellers, aloof bankers—as it used to could be that it isn't as valuable as it used to be.

WAGES

There are two broad types of workers:

- ¶ The ones who want an increase in pay.
- ¶ The ones who want an increase in pay.

They offer all sorts of reasons:

- ¶ "I need it."
- ¶ "I want it."
- ¶ "I make the goods you sell and make a profit on, so I want more money."
- ¶ "The cost of living has gone up, so I want more money in order to have the same buying power."
- ¶ "It is management's responsibility to protect its labor force, because it cannot get along without labor."

Most unions nowadays attempt annually to obtain an increment in pay scales as well as various fringe benefits. On this, the Eddy-Rucker-Nickels Company, management consultants with offices in major cities, has this to say:

"An automatic annual 'improvement factor' in wage rates necessarily compounds the difficulties of cost-price flexibility when applied to piece-rates and premium-hour incentive plans."

Put in plain language, that means that an executive who must figure on increasing wage rates by 1, 2, 5 or 10 per cent every year is going to be saddled with a mounting problem in trying to keep the ratio constant between what materials cost and how the finished product is priced.

The trouble, of course, arises from the fact that the unions, in setting their objective, consider the economy as a whole or specific industries as a whole. These figures never apply to an individual company and could force a concern out of business if it had to accede to the demands. Just this has happened in many instances.

The attempt to get more pay is understandable. There are few among us who *don't* want more pay. Union men now are pressing for a "guaranteed annual wage," an alluring prospect which they say would permit workers to commit themselves to more and bigger purchases, thus stabilizing business by providing a market. The guaranteed wage, in effect, would guarantee a market that would guarantee employment that would guarantee the wage, etc.

And suppose instead of buying more cars and television sets the workers started saving the money or invested it in real estate or uranium stocks or sent it to relatives in Europe?

The CIO's United Automobile Workers sets forth its next goal as a guaranteed annual wage plan that would "stimulate management to provide steady full-time employment, week by week, the year round." Further, payments are to be made to "workers for whom management fails to provide work in amounts sufficient to insure take-home pay adequate to maintain the living standards which the worker and his family enjoyed while fully employed."

Of these and other objectives, the CIO, while declining to indicate what specific plans individual unions should favor, registers hearty support. The only trouble is that even if the employer should commit himself to the guarantee, who is going to guarantee to the employer that he will have sufficient business to keep the workers busy to pay the wages all year 'round?

Full employment is a fine concept, but if it does not exist it cannot be made to exist by requiring the employer to make wage payments just as if the jobs actually were there. Incidentally, don't be misled by figures on unemployment. Usually included are persons withdrawing from the labor force (girls quitting to get married and become housewives or students returning to college after a summer's work) and persons changing jobs and unemployed only temporarily.

If the unions obtain enough power to force guarantees of payments from employers the only sure effect would be a steady decrease in the ranks of management and steady additions to the ranks of labor. This trend is already in operation, and labor, with vast sums obtained from union dues to invest, is in the curious position of becoming management itself by virtue of owning part interests in various companies. Few in management, beset by regulations and hampered by laws, want to take the risks of contracting to meet a payroll every week, whether they do business or not, and still worry

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about materials, labor supply, power, markets, taxes and other costs, when they can be assured of a regular pay check merely by working for someone else.

It is an unhappy fact that labor and management have changed places in the last generation, helped by one-sided legislation in the last two decades. Now labor is in the driver's seat, and still a million miles away from a realization of the great and basic truth that the two are—or should be—partners in a common enterprise headed for a joint objective, and not enemies.

CIGARETTES

Along about the start of the flapper era cigarette smokers graduating from corn silk bought factory-mades that contained Turkish tobacco. Then mild types containing blends came along, and now the Turkish cigarette has all but disappeared.

These blends are losing out to the king-size filter-tip, although the regular size and king-size types are not doing badly. This trend is partly a result, no doubt, of the charges of a link between the incidence of lung cancer and the increased popularity of the cigarette. Nothing has been proved, and, in point of hard fact, very little if anything is known of how cancer gets a start and why it spreads.

Lewis Gruber, vice-president and sales director of P. Lorillard Company, which is the oldest tobacco manufacturer (194 years) in the country, looks for the popular brands to appear before long all three ways—regular, king and king-filter. His company, which markets the Old Gold and the Kent, is the first to offer all three types under the Old Gold name. Other manufacturers have similar cigarettes, but under new and different trade names.

Filter-tips cost more to make. A machine makes only 700 units a minute, against 1,200 a minute for the regular type. Official reports from Washington say that the year's cigarette output will go down two or three per

cent from 1953, which in turn was below 1952. This doesn't mean as much as it seems to, and here's why: The yardstick is units, and filter-tip kings contain 17 per cent more tobacco than regular types.

SALESMEN

There used to be an idea that a good salesman could sell anything, even if he knew next to nothing of the product. This doesn't go for wine, in the view of Jerome W. Picker, vice-president of Fromm & Sichel, national distributor for the Christian Brothers line of wines and brandy and owner of the Paul Masson Vineyards in California.

Mr. Picker, who is considered one of the country's top salesmen, has some views on salesmen that could be applied to any type of product. A new man hired by Mr. Picker gets a full education, not only in the company's products and selling and promotion techniques, but in wine making and the uses of wine.

He comments that the Fromm & Sichel representative "must be fully qualified to give advice to the trade in matters helping to further and promote the sales of wine."

Suggestion: Read the foregoing over again, and every time you come across the word "wine" substitute the name of your own product and where you see Mr. Picker's name or his company substitute your own. Doesn't it still make rather good sense?

Several hundred members of the American Society for Quality Control, together with members of the nation's industry who are interested in the Science of Quality Control, met in Dallas, Texas on November 18 and 19 for their annual Ninth Midwest Quality Control Conference.

J. Y. McClure, manager of Quality Control, Convair, a Division of General Dynamics Corporation, Fort Worth, Texas, and general chairman of the conference, delivered the welcoming address.

How management organizes and efficiently runs the industrial enterprise



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THE GUARANTEED ANNUAL WAGE: W

By Harold B. Lyda

THIS year, one of the "big four" labor unions placed on exhibit a guaranteed annual wage proposal which was developed by that organization after several years of study. Already, efforts have been made to get the steel, rubber and electrical industries to adopt this plan. These attempts were all unsuccessful. Next year when the auto workers' contracts expire with the major automobile producers, the subject is certain to arise again. Even though there appears to be no strong general support for this plan by organized labor outside of this one organization, it has, nevertheless, become a subject of national interest. Since the proposed plan in its present form is so broad in scope and so revolutionary in its concepts, every public minded citizen would do well to weigh all aspects of this idea before he reaches any conclusions as to its desirability. Whether the plan is adopted or rejected depends upon how the public reacts after it gets all the facts.

The Guaranteed Annual Wage plan is basically a simple one. Although it is referred to as a wage plan, it is really a plan for supplementing existing unemployment insurance benefits. It would require that unemployed people be paid weekly cash benefits, for a period up to 52 weeks, equal to the wages they received when they were fully employed. For example, the plan sponsored by the auto workers union would require that unemployed members be paid enough "to maintain the living standards which both the worker and his family enjoyed when he was fully employed." The plan sponsored by the electrical workers union, would require that workers be guaranteed pay at regular wage rates for 2080 hours (52 forty-hour weeks) each year.

18

UAW Will Ask Guarantee On Annual Wage

DETROIT, Nov. 12.—(UP)—The CIO United Auto Workers (CIO-UAW) today voted to seek a guarantee of 52 weeks of work a year for all workers with two years' seniority when the long-term auto contracts run out next spring.

The 1,000 delegates at the UAW's national economic and collective bargaining conference approved recommendations of President Walter Reuther and the international executive board that the guaranteed annual wage plan be given top priority in bargaining sessions.

The delegates also approved recommendations that they seek higher pay (at least 10.3 cents an hour more), higher pension

UAW To Strike To Gain Ends, Reuther Says

DETROIT, Nov. 11.—(UP)—Walter P. Reuther warned today that his more than 1,000,000 CIO United Auto Workers would strike if necessary to win their billion-dollar contract demands when the union's current five-year pacts with the auto industry run out next spring.

"We will do everything possible to find answers to our basic problems," the UAW president said. "But if we are denied justice to our power as workers by withdrawal of our services."

Noting that the powerful UAW fund, Reuther said he and his lieutenants would "go after" the auto companies "with all our power and resources" to gain approval of the union demands.

Reuther, who also heads the CIO, voiced his warning to the auto firms at a press conference held in conjunction with a two-day meeting of the UAW national economic and collective bargaining conference.

THE 1,000 UAW officers attending the policy-making meeting agreed overwhelmingly to make the controversial annual wage their top goal in pending contract talks with General Motors, Ford and Chrysler.

They also planned an all-out fight to secure pay increases, higher pensions, hospital benefits to be paid entirely by the auto companies, changes in holiday and weekend pay scales and certain cost-of-living adjustments.

It was estimated conservatively that the demands would add up to a 40-cent hourly "package" in auto workers across the nation—or in the neighborhood of \$1,000,000 a year.

General Motors, whose long-term contract expires May 29, will be raising its rate. Ford's contract runs out June 1, followed by the Chrysler pact Aug. 31.

U. A. W. PAY GOALS SET

A 10-CENT INCREASE AND GUARANTEED ANNUAL WAGE SOUGHT.

Pension Boost to \$182 Monthly Is Another Major Objective of Program Outlined by Reuther.

DETROIT, Nov. 12 (AP)—The C. I. O. United Automobile Workers will demand an across-the-board 10-cent hourly pay increase in addition to a guaranteed annual wage when contracts with the motor car industry expire in mid-1955.

The U. A. W. also will ask that pensions be increased from a maximum of \$141.50 to \$182 a month.

Revealed by Reuther.

This was disclosed today by Walter P. Reuther, president of both the C. I. O. and U. A. W., before the U. A. W.'s 900-member collective bargaining conference.

Other aims listed by Reuther are:

1. Supplant current 5-year contracts with agreements lasting one to two years.

2. Assumption by management of all costs for hospital-medical-surgical insurance, now borne 50-50 by workers and management.

3. Time and a half pay for overtime work.

Under the existing unemployment insurance laws of most of our industrialized states, an unemployed worker receives weekly cash benefit payments for a maximum period of 26 weeks, equal to approximately one half of what he earned when he was fully employed. For example, a man who is laid off from a \$60 per week job might be eligible, depending upon which state he is in, to receive \$30 per week in benefits from his state Unem-

ployment Insurance office. He could receive these payments for a maximum period of 26 weeks. If he obtained a job before the end of 26 weeks, his benefit payments would stop because of his new employment. If, at the end of 26 weeks, he still had not found a job, his benefit payments would automatically stop because the laws require that payments not be continued for a longer period of time.

Under the Guaranteed Annual

MANAGE December 1954

Will it help or hinder our Economy?

Wage plan, this same worker would receive \$60 rather than \$30 per week during his period of unemployment and he would be given a year, rather than six months, in which to find employment without fear of losing his benefit payments. Under this arrangement, the unemployed worker would still draw \$30 per week from the State Unemployment Insurance Office for a maximum period of six months. At the same time, he would draw an additional \$30 per week from his former employer until after the worker's rights to draw benefits from the state were exhausted. Then, the employer would be obligated to pay the unemployed worker an additional \$30 or a total of \$60 per week for another six months. In other words, the employer under the GAW plan, would be required to protect a laid-off employee against loss of earnings resulting from his unemployment for a period of one year.

The purpose of this one labor organization in sponsoring this proposal is to stabilize our economy by overcoming those economic fluctuations which cause business conditions to be up one period and down another. It is contended that the GAW plan will overcome these fluctuations because:

- a. It will stabilize purchasing power.
- b. Stabilized purchasing power means a stabilized demand for goods and services.
- c. Stabilized demand for goods and services will result in stabilized employment.

This idea was developed by the top economists of "this one

labor organization" after several years of study. However, the fact that this plan was developed by these top economists, and the fact that it is the result of several years' study, does not necessarily mean that it has merit. The public will recall that it was one of the top economists in this labor organization who, in 1946, proclaimed that grass would soon be growing in the streets of our larger cities because our economic system was in no position to absorb the 15 million returning servicemen who would be seeking jobs. It was in 1951 that this same group predicted that our free enterprise system would be unable to meet the demands placed upon it by the Korean War. In 1953 these same economists insisted that the country was hopelessly bogged down in the middle of a depression.

Because of these and other errors in judgment which have been attributed to these top economists, it is only reasonable to conclude that their GAW proposal should be carefully analyzed before it is either accepted or rejected. The big question then, is: "Will the Guaranteed Annual Wage help or hinder our economy?" Following is a list of some of the problems which should be analyzed before this question can be given proper consideration:

1. Is this plan valid under the "law of the land?"

The GAW plan is based upon the idea that an idle worker would receive part of his unemployment benefits from the state and part from his former employer. Most, if not all, state un-

employment insurance laws forbid the payment of benefits out of state funds to people who would receive GAW benefit checks from their former employers. Therefore:

The GAW proposal, in its present form, is illegal in most if not every state of the union.

2. Will it improve the morale of workers?

Those workers with the least amount of seniority are normally laid off during a slump in plant production. Under the GAW plan, these people would receive as much pay while unemployed as they would receive had they remained at work. How would high seniority workers feel about this? Is it fair to require high seniority people to work for their pay while those with no seniority draw full wages for remaining idle? The plan cannot help but be discriminatory in this respect and for that reason,

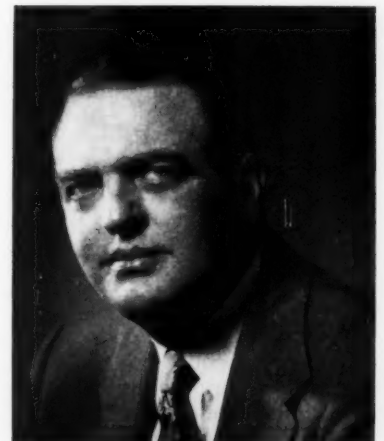
It will create discord and antagonism among workers.

3. Will it cause jobs to be more plentiful?

Under the GAW plan, no company could hire a new employee without obligating itself to pay the regular wages of that person for a full year. This is an extremely heavy liability to place

(Continued on page 20)

Mr. Lyda, an executive with the Associated Industries of New York State, Inc., Albany, N.Y., formerly was first vice-president of The National Association of Foremen, a Trans World Airlines, Inc., official, and management consultant of the U.S. Defense Manpower commission.



THE GUARANTEED ANNUAL ANNUAL WAGE--WILL IT HELP OR HINDER OUR ECONOMY?

(Continued from page 19)

on an employer who has no way of protecting himself against an unforeseen loss in business. Therefore, the employer has only one recourse,—he must keep his liability under the GAW at an absolute minimum. This means that he must resort to overtime work rather than hire new people; that he must keep his production at current levels rather than run the risk of expanding. In short,

The plan will reduce rather than increase the number of job openings in our economy.

4. Will it stabilize employment?

Proponents of the GAW plan contend that it will stabilize purchasing power, which in turn will stabilize the demand for goods, which in turn will stabilize the demand for workers. For example, it is contended that once the GAW becomes an essential part of our economy, a given paint manufacturer would have such a steady demand for his paint, year in and year out, that the size of his labor force could be stabilized.

What the GAW does not take into consideration is the fact that people may not buy as much paint one year as they do the next, or people may start using materials which don't require paint, such as asbestos. In other words, the GAW plan cannot stabilize employment until and unless some central authority in this country is delegated the right to tell people what they *must* buy, when they *must* buy it, and how much they *must* pay for it. In other words,

The GAW cannot possibly stabilize employment in a free society.

5. Will it raise our standard of living and the level of our prosperity?

Government studies made several years ago indicate that even during a short business recession, a GAW plan could double wage costs in the automobile industry and triple wage costs in the steel industry. In other words, the

GAW would greatly increase the cost to the public of automobiles, because it would increase the cost of the steel out of which they are made, as well as increase the labor costs involved in converting that steel into the finished product.

If the GAW were to result in a substantial increase in the price of automobiles, fewer people would be able to afford them; a loss in sales would mean a layoff at the factory; a layoff at the factory would mean greater GAW payments to idle people; and greater GAW payments would mean a further increase in the price of automobiles.

In other words, the cost of financing the GAW must be passed on to the public in the form of higher prices. Unless higher prices are offset by higher wages (which would be impossible in the case of the GAW) our standard of living goes down because public purchasing power has been decreased. Therefore:

The plan would lower rather than raise our standard of living.

6. Will it increase the independence and freedom of the working man?

A free country can remain free only so long as its citizens are personally willing to assume those responsibilities as individuals which freedom demands, such as the responsibility to vote, the responsibility to produce goods and services required by the economy, the responsibility to work for a living, etc. Unless these responsibilities are individually assumed, the concept of personal freedom will be replaced with the concept of regimentation wherein the welfare of the masses is considered more important than the welfare of the individual. Therefore, if our country is to remain free, it is necessary that we keep alive that concept of *individual responsibility* without which freedom cannot exist.

The GAW plan by giving idle people the pay of full time workers, offers employed people an incentive not to work and it offers unemployed people an incentive not to look for work. In

other words, the GAW would encourage our citizens to abandon their personal responsibility to work for a living on the assumption that "someone else" will assume that responsibility. Since no country can remain free where people do not accept their share of individual responsibility to produce goods and services needed for the economy, it becomes clear that

The GAW would undermine the freedom and independence of all American workers.

In brief, the GAW plan operates on the false assumption that our economy can best be strengthened by offering people an incentive not to work, and that production can be stimulated by raising prices to provide funds for the support of those who don't work.

Since our economy has become strong by providing incentives to work which in turn have resulted in lower prices and a higher standard of living, the GAW proposal constitutes a frontal assault upon our free enterprise system.

There is nothing wrong with a system of unemployment insurance so long as it is equitable in its objectives and does not provide an incentive not to work. That is the premise upon which our state unemployment insurance laws are based. They allow unemployed people to receive up to a maximum of one-half of what they earned while fully employed. This gives those who are idle an incentive to go out and find a job because it then becomes much more profitable to work than to remain idle.

However, the problem of unemployment can never be solved through the payment of benefits either under state insurance programs or through the GAW plan, if we expect to maintain our status as free and independent citizens. The farther we go in this direction, the more closely we come to losing our freedom in return for governmental assumption of our personal responsibilities.

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MANAGE December 1954



Washington Report

for SUPERVISORS

BY SAMUEL IRISH

PROPONENTS of the idea of putting through guaranteed annual wage plans with Federal government help might well follow the advice the late Al Smith is supposed to have given after the 1928 election and "unpack," in the opinion of this column. Officials of the Department of Labor admit they rather expect a drive for government aid for such plans as a result of the recent election come-back, of sorts, made by labor in many industrial centers of the East and Mid-West, plus the fact that union contracts in steel, auto and rubber come up for renewal this next year.

But the attitude here in Washington is going to be, in this column's view based on statements by President Eisenhower's Secretary of Labor, James P. Mitchell, that the matter is one for labor and management to settle between themselves with the Federal government keeping hands off.

Secretary Mitchell, long a "management man" in labor relations in private industry but with the respect and liking of union spokesmen, pointed out that a guaranteed annual wage was but one of many possible avenues of approach toward economic stability and that the workability of such plans would differ widely in different industries and in different units within the same industry.

"As far as government is concerned," the President's Cabinet Member for labor said, "we believe that a matter such as the guaranteed annual wage is a subject for collective bargaining. The role that the government can play is that of research and study, so as to furnish to both parties, both the employers and the unions, all of the data that may be

available which will help them in the making of their decisions.

"It's my belief that employers might well look at the adequacy of unemployment compensation and the duration of benefits, as the President has suggested, and see to it that 'unemployment compensations benefits in the various states—because it is a state problem—are adequate to meet the needs of the workers.' That, I believe, would reduce considerably the urge in the surge for a guaranteed annual wage."

LEGISLATIVE ACTION NOT PROBABLE

Legislative action is of course always possible. At least twice within recent years bills have been before Congress which in substance would have put the Federal government back of guaranteed wage plans. However, the make-up of the Senate and House Labor Committees in the 84th Congress makes legislative action rather unlikely, under present circumstances, in this column's opinion.

It is difficult for the layman to appreciate the power—the actual power, that is—wielded by the chairman of a major Standing Committee of Congress. Except in instances where there is a truly tremendous amount of popular interest and popular pressure for a bill, a seasoned chairman, by "dragging his feet" or various dodges, usually can prevent legislation to which he is opposed from coming out of Committee and hence from actually getting before either House. In the 84th Congress, Senator Lister Hill of Alabama is slated to be Chairman of the Senate Labor Committee, and Congressman Graham A. Barden of North Carolina of the House group (the foregoing is of course based on the assumption that the

recount underway in New Jersey and in Oregon won't change the majority of the Upper Chamber).

Senator Hill is a liberal Southerner but one who is regarded as more interested in the "public welfare" aspect of the responsibility (such as improved health and hospital programs) of the Committee on Labor and Public Welfare, as the Senate unit is known, than in militant, aggressive labor legislation in controversial fields such as guaranteed annual wage plans. Congressman Barden is regarded as a conservative Southerner who will be more concerned with the "Education" aspect of the legislative responsibilities of the House Committee on Education and Labor.

PROPOSALS FOR GOVERNMENT AID

The most recent proposal for Federal government backing for guaranteed annual wage plans was the bill introduced by wealthy Senator Brien McMahon of industrialized Connecticut in 1947. The late Senator McMahon's bill (S. 889, 80th Congress) would have "authorized and directed" the Secretaries of Commerce and Labor, "upon the request of an employer or the representatives of the employees of such employer, to furnish such assistance as they may deem appropriate for the formulation of agreements for guaranteed annual wages." The executive agencies involved, namely the Departments of Commerce and Labor, dragged their feet in this instance and failed to make reports on the

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WASHINGTON REPORT FOR SUPERVISORS

(Continued from page 21)

proposed legislation prior to the windup of the 80th Congress.

Previously, Senators Murray of Montana and Kilgore of West Virginia had in 1944 sponsored a measure in the 78th Congress for post-war readjustment which included a directive to the Secretary of Labor to make full study, investigation and report on "the extent to which the adoption of annual wage systems would contribute to full employment and rising standards of living" (S. 2061, 78th Congress). Both Senators Murray and Kilgore are still in the Senate, and Murray will be ranking Majority Member of the Labor Committee.

LABOR DEPARTMENT REPORTS

Although no Federal legislation with respect to guaranteed annual wage plans has ever been enacted, the Department of Labor has from time to time made reports on the extent and nature of such agreements in industry. The first of these reports, in 1938, pointed out that "plans for guaranteeing income or employment on an annual basis are extremely rare in the United States. So far as is known, there are only three companies employing as many as 100 workers which have such plans in effect at the present time."

The most recent supplied to this reporter by the Department, issued in May, 1952, found little basic change, stating: "Definite guarantees of employment or wages have not been incorporated in collective bargaining agreements to any significant extent. A recently completed Bureau of Labor Statistics analysis of a sample of nearly 2,600 agreements showed that only 184, or seven per cent of the total, provided for a guarantee of any type. Moreover, those guarantees were generally very limited, and most of them provided much less than a full year's pay

or restricted the guarantee to particular groups of workers."

All told, it doesn't look like much of a year for guaranteed annual wage plans, government-wise.

WANTED: AN "ATOMIC GARBAGE" DISPOSAL

A couple of months ago we reported rather optimistically in this space on the possibilities of the relatively early use of atomic energy for the more abundant life in the home. Further talks with the AEC (Atomic Energy Commission) people have brought to light the very serious problem of what do you do with what's left over after you produce the fission material. "Atomic garbage" is the way the AEC official interviewed described these highly radio-active, and hence highly dangerous, leftovers. For every pound of U235 or of plutonium you produce, you get another pound of sludge that is shooting off potentially deadly radiation at a great rate. The rate varies with the material and the degree of concentration.

There is as yet no known way of disposing of this atomic garbage economically. If you bury it in some out-of-the-way place, you run the very real danger that ground waters will carry the radiation to some place where it may do harm to crops, animals and humans. Dumping it in out-of-the-way places in the sea is a very expensive matter when the great care and handling precautions are taken into account, and besides there may be the danger of contaminating mobile plant or animal life there, too.

So far, it's been impossible to decontaminate this radio-active material. Like the movements of the sun and stars, it has its own pace of running down, varying from scores to thousands of years, and nothing can be done about it.

So there probably are jobs open for atomic garbage men or for atomic disposal inventors in both the government and private industry.

A NOBEL PRIZE FOR FOREMEN?

The role of the foreman in Russian industry well may prove an important factor in the easing of Soviet aggression, Arnold Toynbee, regarded as the most eminent living historian, told an overflow crowd at the National Press Club recently. Toynbee is in the United States for the publication of the last four volumes of his best known work, "The Study of History," now in 10 volumes.

"In order to remain a Great Power," he said, "Russia must continue to industrialize. A key to the actual working out of any industrial program, along with engineers and technicians, is the foreman—the man on the job not only with the knowhow but with the sense of responsibility and qualities of leadership to get things done."

"Russia is finding that as her industrial program expands and her need for foremen increases, she must give them special rewards. Russian workers are not willing to assume the responsibilities of foremen unless they are given that 'something extra.' Of course, paper roubles in themselves mean nothing. They must be able to buy things that they want."

"Therefore, Russia will find it increasingly necessary to produce consumer goods for a better standard of living thus devoting less of her strength and energies to expansion against other countries."

Maybe the Nobel Peace Prize should go to a foreman next year.

New NAF Clubs

COLUMBUS PLANT AMERICAN BLOWER MANAGEMENT CLUB

The American Blower Corp.
Columbus, Ohio

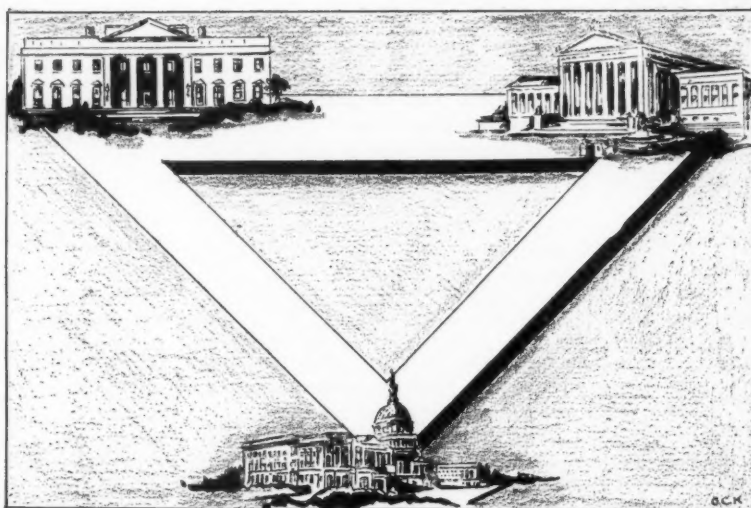
PILLSBURY FOREMEN'S CLUB

Pillsbury Mills Inc.
Hamilton, Ohio

CROWN BODY AND COACH CORPORATION MANAGE- MENT CLUB

Crown Body and Coach Corp.
Los Angeles, Calif.

Lockheed Aircraft Service, Inc. has been appointed authorized maintenance and service center for electro-mechanical actuators and other aircraft accessories designed and manufactured by Talley Machine & Manufacturing Corp., Los Angeles, Calif.



The Eternal Triangle of American Liberty

American liberty is guarded by the division of power between the three branches of our government: the President, the Congress, and the Supreme Court, the power of each being subject to check by the others.

The *supreme sovereign power* in America, however, rests in none of these — *it rests in the people themselves.*

All power exercised by the President, the Congress, and the Court is given them *by the people.*

And each one is responsive, directly or indirectly, to the will of the people.

The people elect the President.

The people elect the Congress.

And while the people do not elect the Supreme Court Judges, it is to be assumed that neither the President, who nominates these judges, nor the Congress, which approves or disapproves the nominations, would go against the known wishes of the people.

When the Constitution of the United States was written, there was a great deal of doubt as to whether this division of power would be effective.

The famous English historian, T. J. Macaulay, said that this revolutionary approach to self-government was "all sail and no anchor."

John Marshall, the first Chief Justice of the Supreme Court, wrote in 1832, "I yield slowly

and reluctantly to the conviction that our Constitution cannot last."

Yet in spite of this pessimism, we are more united today than we were then.

We may have had more sail than anchor, but we have come a long way and have weathered quite a few tempests.

And, it should be noted, that during this stormy period of history almost every major nation of the world, for one reason or another, was forced to abandon its system of government and try a new one.

In other words, as the age of governments go, ours is one of the oldest in the world today.

No other written constitution has equalled its durability and flexibility.

No other constitution has created the economic freedom that underlies our amazing productivity and prosperity.

We Americans are sometimes suspected of boasting when we say that the things we have are the "best in the world," but there is one of our possessions of which this can truly be said: *the Constitution under which we live.*

It may not be perfect, but it is the *least imperfect* form of government in the world today.

As long as we have our Constitution, and as long as we discharge our duties as citizens, we will remain free and strong.



WHAT ABOUT THE GUARANTEED ANNUAL WAGE?

(Continued from page 9)

major importance; some are in search of "absolute safety," while others recognize that investment for safety alone would spell the decay of the enterprise element in the economic structure.

Kaplan feels more firms could enter upon programs of gradually enlarging their formal guaranteed annual wage commitments without jeopardizing their general competitive situation.

But, he admits, a law of diminishing returns is bound to catch up with successive extensions of the scheme, to the point where business firms are preventing each other from moving ahead.

The greatest difficulty in establishing stabilized payrolls is in durable goods, where production is in response to special orders, he explains. To saddle these industries in advance with any substantial employment overhead would mean either disproportionate price rises or public programming of large sectors of the economy to match their commitments.

Actually, Kaplan suggests the problem of guaranteeing payroll tenure for individuals in their present jobs may conflict with efforts to achieve full employment, which requires the opening up of new jobs.

The writer concludes "the general guarantee of jobs and payrolls implies the general acceptance of fixed placements in a regulated economy.

"A basic decision to be made, before widespread guarantees are instituted in any but the already stable consumer lines, concerns the kind of economic order we are prepared to accept in order to insure existing jobs and payrolls."

Rising feels the United Auto Workers plan could be inaugurated immediately.

It provides that the employees, through their unions, authorize the employer to withhold a portion of their wages and set it

aside in an unemployment benefit trust fund.

If an employee fails in any week to receive the 40 hours of work that is guaranteed the difference will be paid in wages from the trust fund.

If the employee is laid off, the cost of the full guarantee will be shared, with the employer paying the basic State Unemployment Compensation benefits and the employees financing the supplements out of withheld wages.

The unions want guarantees of 52 weeks while state unemployment benefits cover only 26 weeks of unemployment.

Rising proposes the plan could be administered exclusively by the union leaders and points out the plan would not require any changes in state laws.

He feels it will eliminate all possibility of costly strike, that it can be made available to all CIO members, and will impose no additional burden on employers.

About the only objections apparent to such a program is the strong possibility that the unions, while bargaining, would try to compel the employers to pay, through a wage hike, the amount to be withheld from the workers' checks.

In the midst of the great growth in the popularity of the automobile, we had in 1927 the effects of the realization by the Ford Company that the day of the Model T was just about over. The bold stroke of shutting down the factory and imposing severe financial strain upon the dealer agencies, made possible, after a year, the emergence of a new model Ford which proceeded to re-create some 60,000 jobs that had been lost during the transition.

Would the rehabilitation of the Ford pay roll on the accelerated basis have been achieved if a guarantee of wages had been applicable during the interval?

Three kinds of people: Those who make things happen; those who watch things happen; and those who have no idea of what has happened.

THE MAN UPSTAIRS

(Continued from page 13)

another that could serve this purpose. Here is one consistent with the vein of this article that I think you'll appreciate.

SILENT PRAYER

O Lord, I shut out the din and fret and littleness of things that I may feel myself alone with Thee in the silence. As a child yields itself to loving arms, I yield myself to Thee, asking for nothing, complaining about nothing. What if my labor is hard, what if my lot is humble, what if my dreams turn into futile tears, if only there is the peace of Thy nearness in my heart. There comes to me in stillness, despite the terror and tumult of life, a trust in a goodness that nourishes the roots of the grass blade, that glows in the flaming star, and attains fulfillment in the soul of man. How healing and strengthening is the communion with Thee, O God! If only I could always abide in it! But I must go forth again to the struggle for daily bread, to the disillusionment of dreams that never come true. Let me not go forth alone, O God. Abide Thou deep in the solitude of my heart, that I may trust in Thee and be unafraid in the face of the inscrutable years and see that everything happens for the best. Amen.

STRICTLY BUSINESS

by McFeathers



"Ah-chool"

MANAGE December 1954

Maytag Management Team of the Month club

EDITOR'S NOTE: The Maytag Management Club of Newton, Iowa has 340 members and was chartered by the National Association of Foremen on December 27, 1946. Citations are not new experiences for this club for it received an Excellent Club certificate in 1950 and 1951; a second place Zone G award in 1950; a first place Zone G award in 1951; and a fourth place Zone G award in 1952.

To the Editor:

On the basis of our Maytag Management Club's teamwork in helping promote a variety of activities in behalf of our company and community, I would like to nominate Maytag Management Club as the MANAGE Magazine "Management Team Of The Month."

Among the continuing projects of the club are sponsorship of teams in Little League and Babe Ruth (older boys) baseball leagues and providing managers, referees and representation on the League Boards of Directors; serving as sponsor and providing leadership for a Sea Scout Troop; helping serve as host at annual Business, Industry and Education Day observance; sponsoring speech courses and a speech club among management club members; and serving as a clearing house for disseminating information to our members and through them to the employees about the company's annual financial report.

Special projects in recent months have included an intensive sign-up of our members for contribution to the blood bank; participating in a community plan to induce our company to build Plant No. 2 in Newton and a campaign to bring natural gas to Newton; providing special

educational programs on civil defense and in honor of winners in a state-wide safety essay contest. The club also provided scholarships for high school students until the Maytag Company Foundation set up a comprehensive scholarship program which eliminated the need for our plan.

Probably our most valuable contributions to the company from a teamwork standpoint can be found in open house programs which we have helped stage in connection with washing machine production achievements. Our first major celebration in this area came in 1949 when our company's production department announced the 6,000,000th washer would be produced in October of that year. Our club took that announcement as a cue to plan a huge public open house and ceremony in honor of the occasion.

With the date and time for the 6,000,000th washer to come rolling off the assembly line, Management Club committees were appointed and we got busy on our decorations, souvenirs and readying plant No. 1 facilities to be "shown off."

Maintenance of full production was (and is) important to our company and there were some worried looks among our management group as advance indications showed that the public for miles around was enthusiastically looking forward to seeing how Maytag washers were made on that big day.

As management men, we knew we had to work as hard to keep our production up as we had planned to in showing off our facilities to the public.

There were huge piles of orders for Maytag washers on hand at the factory. Not even a public open house on such a memorable occasion was impor-

tant enough to cause us to fail in our production responsibilities.

So we set ourselves a "Keep Production Up" goal. We asked the cooperation of all employees in every Maytag department. They indicated we would receive it—as always.

The big day came. Our Management Club committees guided over 10,000 people through plant No. 1.

Production appeared to be holding its own. Nobody reported a slowdown. (In fact, our Maytag people seemed to be enjoying showing off for the public.)

At the end of the open house day, production tabulations were released—and we held onto our hats.

We had produced 53 more washers than on any other single day in the 56-year history of the company.

It was no surprise, in 1951, that our club received permission to sponsor another celebration in honor of the 7,000,000th washer.

In fact, as Maytag President Fred Maytag II announced the 1951 open house, he added to his supervisory letter that the project had "the full endorsement and support by executive management" and he urged every supervisor to give the fullest cooperation to the Management Club members in charge. We produced our 8,000,000th washer in April, 1953 and are hoping to stage another big celebration when our 9,000,000th comes off the line early in 1955.

We offer this one bit of tangible proof that our Maytag Management Club of Newton, Iowa, functions as a management team, doing our level best to bring success to our company—and distinction to ourselves as professional management men.

H. S. Bicknell
President
Maytag Management Club
Newton, Iowa

WHAT'S WRONG WITH SUPERVISION?

(Continued from page 12)

away with murder while they, as they might put it, "bust our humps."

The foreman meanwhile is puzzled and searches everywhere for the reason behind the production drop; he never looks into himself or his attitude toward what had once been his precious nucleus. They had reached that saturation point where they could indulge the ancient and still widespread complaint against management.

... "It never fails. They'll never give you a break. The more you do the more they expect. . . ."

Considerable supervisory ineptness, many of us feel, exists because top level management doesn't always give its foremen a square shake—and like most of us a super is easily prey to discouragement or lack of recognition.

I've worked in companies where good supervisors—so hard to come by—had been foremen for decades; had seen men above them moved farther up the ladder and newcomers brought in and placed above them in jobs they could quite possibly handle. It is disheartening and breeds an inferiority complex so that the average supervisor thinks he's being by-passed because he lacks background. Actually, he has too much good background. It's easier to bring in a college boy with a degree in business administration and place him in charge of a department than it is to find a well-rounded and good super capable of getting out production.

In this same respect: how far will the average management back up its supervision? How much leeway will it give supervision in the interpretation of a company policy? In other words—how deeply does it trust the man who is closest to the dirtiest work?

I once witnessed an example of under-cutting, when top management cut adrift a foreman

who interpreted company policy according to the bulletins issued periodically to all supervision by its upper office.

It was the only time in my life when I was sincerely sorry for a foreman.

It taught me that my own side of the wall, so often wrong, had no corner in the bull market for errors.

The incident occurred in one of those old-line, conservative companies which had recently been unionized. Faced with this new situation the management, on unfamiliar ground, feared and despised the new union and while the company policy was not anti-union in an inflammatory sense, there was a passive resistance and a minimum of cooperation between management and the new local. Management had a blue slip policy—thus, a poor worker or an uncooperative one would be given several oral warnings by his supervisor—these in turn would be followed by the blue slip. Theoretically, two of these and the worker was given the heave-ho—it was management's intention to work it that way. But given his slips and sent to personnel a worker would grab his shop steward. The union would then go to bat for the worker, there would be investigations, wranglings and delays. It happened in the particular department where I worked. The employee was lazy. We all knew it. He was given his oral warnings and his blue slips. He was fired. He went to the grievance committee.

Did he lose his job? The question is strictly from hunger.

He was kept on and shifted to another department although everyone concerned agreed he was a perfect stinker.

Why?

Both the union local and management gave ear to his complaint that the foreman involved, "had it in for me. He was always hounding me." It carried weight on both sides.

We didn't go to bat for the foreman, but as workers we held a post mortem and kicked

around the idea of how we would have handled the problem. Our solution, while a violation of company policy, would have initiated a simple system of disciplinary coverage and set a precedent for future labor-management relations. In substance, had any of us been the foreman, we'd have called in the shop steward to hear the oral warning given the worker—every warning. We'd have called him in when the occasion for the issuance of a blue slip arose. For doing so the job of foreman might have been lost, but we'd have insured the retention of our self respect—and there are times when this is a lot more important than a job—any job. Incidentally, I have since learned this is the procedure now in that particular company.

For the average supervisor to keep the human relationship both vigorous and alive he must have three things in abundance:

1. **BALANCE.** As much as a tight rope walker because we're right under him—watching how he walks and balances on that rope.

2. **HONESTY.** No foreman can be completely honest with us unless he's completely honest with himself. We'll always trust an honest super.

3. **HOPE.** He's got to hope that, with the Grace of God and the muddling help of those of us under him, tomorrow maybe will be better than today.

If he has these then he's got common sense and if he has this he'll get respect.

Respect is all he needs—but that's still a big order.

Energy sources of the future, both solar and atomic, and their relation to the businessman of today were explored at a featured session on industrial research at the 59th annual Congress of American Industry, the National Association of Manufacturers revealed. The Congress was held in the Hotel Waldorf-Astoria, New York. Outstanding leaders in the development of new sources of energy addressed the research session. A question-and-answer period enabled visiting industrialists to get expert answers.

M A N A G E December 1954

What's **NEWS** Among NAF Clubs

The Kokomo, Ind., Foremen's Club considers male students of the local High School "future foremen of Kokomo." In addition to inviting outstanding high school students to sit in on regular Kokomo Foremen's Club meetings, the club sponsors sessions on industrial management subjects before school groups and conducts plant visitations for students.

Officers of the newly chartered Morris Bean Management Club, Yellow Springs, Ohio are: M. G. Dye, president; Garth Blanchard, vice-president; Lewis Fuller, secretary; and John Praemer, treasurer. The officers were installed by E. W. Cochran, NAF director.

Officers and directors of the recently chartered Addison Products Management Club are: E. J. Richardson, president; Perry Babcock, vice-president; H. J. Lowden, secretary; D. S. Higley, treasurer; B. P. Sechler and Kenneth Davison, directors. Officers were installed by K. M. Wilcox, NAF director, who presented the charter. Other guests were Frank Slutz, Dayton, author and lecturer, who was the principal speaker, and Vincent J. Linn, area manager.

The Pan American World Airways Management Club of Brownsville, Texas has been presented with a colorful club banner by the retiring club president, E. R. Hullen and Mrs. Hullen. Designing and transferring the design to the background required more than 25 hours of labor on the part of Mr. Hullen. Mrs. Hullen spent five months of spare time—including a total of 270 hours of needlework—to complete the unique banner.

Rudolph E. Plymire, works manager of the Bridgeville plant, Universal-Cyclops Steel Corp., Bridgeville, Pa., received a Humanitarian Citation on behalf of the company. Presentation was made by Mrs. Ross Partee, Bridgeville Civic League officer. The Civic League, an organization of Negro citizens of the Bridgeville community, presented the citation in recognition of the company's efforts to improve community relations. Mr. Plymire was the first president of the Universal Foremen's Club.

More than 700 foremen attended the annual "Fun Night" program of the Toledo Foremen's Club.

Malisa Warmack received a plaque depicting the route of her one-month vacation in Europe as a gift of the TWA Management Club of Kansas City, Mo.

Members of the Lindberg Steel Treating Foremen's Club were the guests of the Grand Sheet Metal Products Management Club at a recent meeting. Emil L. Krecji, general manager of American Steel Foundries, spoke on "Problems in Industry." Prior to the meeting, the Lindberg Steel members were taken on a plant tour.

More than 600 members of the Bendix, Clark (Benton Harbor), Clark (Buchanan), Dodge, Kawneer, Oliver and South Bend Bait NAF affiliated clubs participated in the Fourth Annual Michiana NAF Banquet in South Bend recently. NAF President Marion Kershner attended with several area NAF directors. Mr. Kershner was presented with a South Bend Spinning Rod. Past director Clifford Webster was general chairman of the event which featured Dr. Henry Crane of Detroit.

Members of The Oliver Management Club of Charles City, Iowa assisted when announcement of new products was made at "Oliver Field Days." A series of demonstrations was given to branch and territory managers and the dealer organization to acquaint them with the new line of tractors and allied equipment. The Oliver Club presented the program to personnel of the Des Moines, Iowa and Minneapolis, Minnesota branches.

NAF Chicagoland Management Council named Emil L. Krecji, general manager of the Hammond Division of American Steel Foundries, as the "Area Man of the Year." Selection is based on three points—management record, civic activities and NAF activities.

"Security" was the topic of Raymond Monsalvatge, Jr., manager of NAF club service and promotion, when he spoke before the Corhart Pyramid Club in Louisville, Kentucky.

Officers for the 1954-55 season of the Foremen's Club of Battle Creek installed by NAF director Clifford Avery were: Franklin E. Crooks, president; Thomas F. Davis, vice-president; Aldon P. Campbell, secretary; and George F. Sykes, treasurer.

The ninth NAF Regional Industrial Conference for Northwestern Pennsylvania was held recently at Allegheny College, Meadville, Pa. The conference was co-sponsored by The Meadville Foremen's Club and Allegheny College. "Foremen's Interests" was the theme.

Officers of the Heppenstall Management Club include: Lester Veiock, president; Harry Yaman, vice-president; William Fitzgerald, secretary, and Robert Burston, treasurer.

The Aerodex Management Club's entire membership of 110 attended the football game between the University of Miami and Furman.

A hypnotist was the featured entertainment at a recent meeting of the Convair (Pomona, California Division) Management Club.

Officers of Oliver's Cleveland Ohio Management Club installed by NAF director, William Diffenderfer, were: Albert J. Judge, president; Charles Dick, vice-president; Howard W. Guinter, secretary; and Edward Debenjak, treasurer.

Safety was the theme of a recent Spang Chalfant Supervisors' Association meeting. Frank Monaghan, Mine Safety Appliance Co., spoke on "New Developments in Safety Equipment." Fred Miller, supervisor of Safety and Police for the Pittsburgh Steel Company's Allenport Works, discussed "Safeguards for Electrical Equipment." "Housekeeping" was the topic of Earl Houck, superintendent of Safety and Welfare at Jones and Laughlin. Earl Steffan, secretary of the Western Pennsylvania Safety Council spoke on "The Foreman's Part in the Safety Program" while William Wilson, safety director of the American Bridge Co., presented "Magic in Safety."

A diamond-studded gold lapel pin, denoting 25 years employment with Trans World Airlines, has been presented to Gordon R. Parkinson, first vice-president of the NAF. Presentation was made by two co-workers, Charles Cain, flight superintendent and Hal Hess, manager, flight planning and dispatch.

How would have solved this?

NOTE: In order to be considered for cash awards and the certificates of special citation, all solutions to the "How Would You Have Solved This" supervisory problem must be postmarked not later than December 28, 1954. Address your solutions of no more than 500 words to Editor, MANAGE, 321 W. First Street, Dayton 2, Ohio.

HERE IS THE SUPERVISORY PROBLEM FOR DECEMBER

A fist fight broke out between two production line employees—Edward Brennan and Dick Berger—at the Niceloyd Manufacturing Company.

The line foreman, Jim Goodman, saw that Edward had started the fight and that Dick was merely defending himself. Jim immediately separated the two and discharged Edward on the scene. As in most organizations, fighting is a reason for immediate discharge.

Edward then went to union headquarters and initiated the formal grievance proceedings to be re-instated. The union representative presented the case to the general foreman and as a result of a meeting between the two, Jim's original decision was reversed and Edward was re-instated.

Naturally, Jim became discouraged and his interest and confidence was destroyed. It was in effect the beginning of the end for Jim who was a promising young supervisor. How would you have handled this situation?

HERE WAS THE SUPERVISORY PROBLEM FOR NOVEMBER

The Miradrive Manufacturing Company has always exceeded its quotas during the various local charitable drives for funds. There is even friendly competition in the various departments for 100 per cent donations. Most of the departments attain the 100 per cent goal.

However, there is one employee, Kevin King, who absolutely refuses to contribute one cent to any of the charities. To add insult, he brags about the fact that he doesn't give to the causes because he'd rather spend his money on liquor and women. Naturally, he is making himself unpopular with his fellow employees who want the pride of accomplishment which goes with 100 per cent of the department giving.

Although Kevin is irresponsible when it comes to giving, he is a highly skilled worker, and has no absentee marks against him. As a man of management, would you allow his attitude toward charitable drives to jeopardize his job with the company?

NOVEMBER WINNERS

Following are the best "solutions" to the supervisory problem of the November issue. The persons who wrote them have received checks for \$10.00 each and a handsome two-color Merit Award certificate for framing.

DIVERT ENERGIES

By Norton B. Fox, Cannon Electric Co., Los Angeles, Calif.

Charity drives, as a function of management are, in my opinion, highly commendable. Employee participation in these drives, however, does not constitute a criterion by which to measure a man's usefulness to the company or his character.

In view of Kevin King's excellent work record, I would not allow his attitude toward "charity" to jeopardize his job with the company. Rather, I would try to divert this man's individualistic energies into channels designed to aid the very purposes that he has chosen so energetically to refute.

The solution to this problem is aptly expressed in three adages.

(1) "If you cannot conquer your enemies, join them!" I would compliment this man on his leadership qualities and his influence in the department in which he works, then ask him if he would "personally" contact the people in his department as a representative to raise money for the next "Charity Drive." If he agrees, he can hardly refuse to contribute.

(2) "A word to the wise is sufficient!" If this fails, I would speak tactfully and confidentially to him about this problem, explaining why he should refrain from any further public comments in this regard.

(3) "A closed mouth catches no flies." I think that these "drives" should never reveal the names of or the amounts donated by the contributors unless they request the same.

SENSE OF VALUE

By Billie D. Lundy, Victor Nashville Management Club, Nashville, Tenn.

As a man of management, I would not allow Kevin King's attitude toward charitable drives to jeopardize his job with the company; however, I would try to instill in him a sense of his value to other people and charitable organizations.

It seems that Kevin King is a person who likes to brag about spending money to satisfy his own selfish interest. Maybe if Mr. King were shown, first hand, what charitable organizations do for needy people, his attitude would change. Most people who brag about being tough are moved to pity when they are shown needy children. Kevin must be made to realize that true happiness comes not from money or liquor or women but from helping other people along the road of life.

It is my utmost opinion that a dollar given with a sense of love behind it is worth more to the person who gives than a dollar just given because of duty. Evidently Kevin has never actually given with a spirit of love toward others. Once Kevin has tasted of giving to needy people, he will want to keep on giving.

Our problem will be solved if Kevin King is taught as the Lord Jesus has taught us, "It is more blessed to give than to receive."

MANAGE December 1954

NO JOB JEOPARDY

By Richard Reisbach, Toledo, Ohio

In answer to the basic problem, which is whether to allow Kevin's negative attitude towards charity drives to jeopardize his job, the answer is a definite no. No employee should be forced or coerced into giving his money to charities. This function must be completely voluntary on the part of all employees if the charities are to benefit in the long run.

Since the desire for 100 per cent employee participation is keen, then the problem of changing Kevin's attitude lies in tactfully showing him the good that is done with the money.

This could be done by having one of the executives, who participates actively on the board or committee of a charity, ask several employees including Kevin, to help in a charity project. If possible, the company should publicize the efforts of the employees who participate. This may further Kevin's incentive to accept.

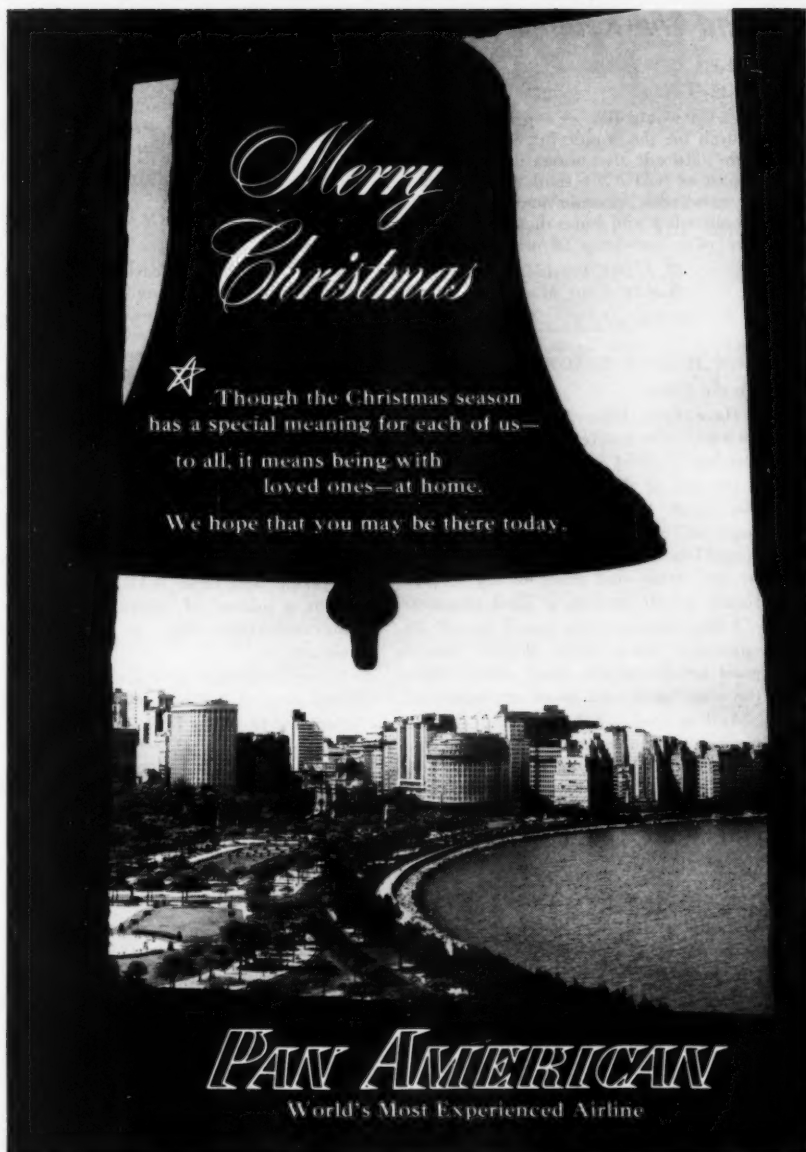
If this project was planned so that an activity was taking place while Kevin and the others were at the service headquarters then Kevin could observe their functions without the necessity of anyone trying to convince him of their value. The facts indicate, that Kevin has good basic qualities, therefore, seeing with his own eyes is bound to have an effect in changing his attitude.

Gradually this should change Kevin's opinion and he will probably become a good supporter of charity drives.

HONORABLE MENTION — Leo Pint, Oliver Management Club, Charles City, Iowa; C. E. Williams, Dresser-Stacey Company, Cincinnati, Ohio; William J. Peterson, Hughes Tucson Management Club, Tucson, Arizona; James W. Lee, Bendix Management Club, Kansas City, Missouri; George Dolan, Tucson, Arizona; Larry Orr, Lockheed Management Club, Marietta, Georgia; Douglas G. Jones, Griffith Rubber Mills, Portland, Oregon; Sam Hancock, Lima Management Club, Lima, Ohio; Larned L. Tuttle, Convair Management Club, San Diego, California.

Ruth Grace Glover, Terre Haute Ordnance Depot, Terre Haute, Indiana; C. M. Martin, Hughes Aircraft Co., Tucson, Arizona; William Fautz, Cannon Electric Management Association, Los Angeles, California; C. F. Thomallo, Hughes Aircraft Co., Tucson, Arizona; Donald T. Whitney, Lenawee County Management Club, Adrian, Michigan; G. M. Ross, AC Spark Plug Division, General Motors Corp., Flint, Michigan; and John J. Pierson, Jr., Pan American World Airways, Inc., Hialeah, Florida.

MANAGE December 1954



Merry Christmas

★ Though the Christmas season has a special meaning for each of us—to all, it means being with loved ones—at home. We hope that you may be there today.

PAN AMERICAN
World's Most Experienced Airline

MANAGEMENT TEAM OF THE MONTH

ROLL OF HONOR

1954

March—Formica Foremen's Business Club
 April—Nickey Brothers NAF Management Club
 May—Convair Pomona Management Club
 June—Kelvinator Management Club of the American Motors Corp.
 July—Grayson Administrative Conference
 August—Syracuse Management Club
 September—Convair Management Club of San Diego
 October—Kokomo Foremen's Club
 November—Apex Electrical Supervisors' Club
 December—Maytag Management Club

And the Readers Reply

LIKES ATTITUDE

To the Editor:

... I would like to express my appreciation for the wonderful "willingness to help" attitude that seems to be so much a part of NAF. We shall do our best to promote this attitude among our club membership and hope that we can some day offer assistance to other clubs.

M. J. Dye, President
Morris Bean Management Club

LUNCH HOUR READER

To the Editor:

Have been following your editorials, and just now received your notice dated October 27, 1954 (no routine club news).

I'm one of those odd guys who spend two lunch hour periods reading every page of *MANAGE*, but only after I found I could get in a lot of good reading by this habit—and much to my surprise found myself reading a good magazine.

I have on occasions found myself disappointed when there weren't enough good articles in the issue when I knew the club news had taken up room.

And at times I have found that by reading the club news I have found some good pointers to use to build a fire under our outfit. It also serves to let us know that some clubs make NAF principles an honest to goodness business and it gives encouragement to we small clubs to do better ourselves.

This won't solve your problem, but you can't put enough good articles in to solve all our ills or wants and you can't put enough news in to satisfy all clubs.

Personally, I think it is a good magazine and the other 72 per cent don't know what they are missing if they don't read it through page by page.

But if all things need a change once in a while I can assure you we will go along with you until it gets back to its normal form again.

E. R. Templeton, Secretary
Truax-Traer Management Club
Editor, Bug Duster Bulletin

JOURNAL OF INFORMATION

To the Editor:

... I am really pleased that you are taking some steps to omit club news because I really think that such is in the best interest of the magazine. Actually, I don't believe the club news is of interest to anybody except the members of the club whom it concerns. Neither do I think that the standard picture of two men shaking hands, or one man presenting another with a certificate of some sort, is startling. Yet, that seems to be about the only type of picture an editor gets in connection with club news.

Like you, I believe that *MANAGE* Magazine will serve NAF members better as a journal of information and inspiration rather than as an organ of recognition.

Congratulations on taking such a forward step. I for one, will certainly be interested in seeing how your experiment turns out.

Walter Chimel
The Foremen's Club
of Post Cereals

LIKES SUPERVISORY PROBLEMS

To the Editor:

... As a new member of your organization, and therefore of the magazine, I find the supervisory problems quite interesting, and good exercise in solving typical day to day problems. . . .

H. M. Kolesar
Wheatridge, Colorado

THE GUARANTEED ANNUAL WAGE: WILL IT HELP OR HINDER OUR ECONOMY?

(Continued from page 20)

Experience over the years has proven that we in this country are the wealthiest people on earth because we are constantly creating more jobs and raising our standard of living by increasing the demand for goods through lowered costs which result from improved efficiency. Because of this, our unemployment problem is simpler than that of any other free country. In spite of this, American industry is constantly devising new techniques designed to reduce even further the problem of seasonal layoffs, it is developing new products through research which produce more jobs for people who want them. In short, American industry today is giving a long, hard look at its production schedules, its sales campaigns and its research programs. If the problem of unemployment is to be solved without sacrificing the dignity or the freedom of the individual worker, it will have to be solved through the development of new products and the invention of new sales and production techniques. More jobs, not more jobless pay, is the only solution to the unemployment problem. If the labor unions will lend their support to a program which will produce more jobs, rather than more welfare pay, there is no doubt but that a quicker solution to the unemployment problem will be found.

THE BUSINESSMAN'S "BIG PICTURE"—A Hollywood setting has been added to sales meetings by this room-wide screen currently being used by Westinghouse Electric Corporation in its traveling sales show which also includes motion pictures, slides and two-directional sound. This panorama shows three views on the screen as they blend together to form one huge picture. Variations of the production can be made by projecting slides on the two outside panels and a movie on the center panel, or three different scenes can be shown simultaneously on the screen. All projections are made on the translucent screen from the rear.



THE NAF THIS MONTH

News Items from 321 West First Street, Dayton, Ohio

MANAGEMENT UNITY SEMINAR students studying at the NAF Home Office will be more comfortable in the future. Work has been completed on the building's heating and air conditioning improvement project.

Dr. WILLIAM LEVY, NAF executive director of management development, will conduct a two-day training conference at the annual convention of the National Association of Refrigerating Warehouses in Chicago.

A BRAND NEW NAF CLUB SPEAKERS DIRECTORY is being mailed out from the Home Office. (The price to non-NAF affiliated groups is \$25.00 per copy.)

DATES OF THE 32ND ANNUAL NAF CONVENTION have been changed to September 28-29-30 and October 1 and will be held at the Texas Hotel, Fort Worth. (The Convention Council held its first meeting November 11.)

A COMPREHENSIVE ARTICLE on the NAF appears in the November issue of DUN'S REVIEW AND MODERN INDUSTRY. It was written by Alfred G. Larke. The magazine has a circulation of over 120,000 and goes into 42,000 companies.

FORMER NAF EXECUTIVE VICE-PRESIDENT Dr. J. E. Bathurst is rapidly recovering from a major operation in a Birmingham, Ala., hospital. His address is general delivery, Mentone, Ala.

NAF NATIONAL PRESIDENT MARION N. KERSHNER honored Charles F. Kettering, General Motors Corporation director and research consultant, with a Knight of the NAF Management Roundtable plaque. The occasion was the November 22 meeting of the Foreman's Club of Dayton which Dr. Kettering addressed.

NAF CLUB PRESIDENTS and program chairmen have been notified of a streamlined system for furnishing the guaranteed two NAF-paid speakers per year to affiliated clubs. The plan is designed to send more top-caliber speakers to more NAF clubs than was possible under the old system.

IN AN EFFORT TO KEEP affiliated club members better informed on the NAF, an accelerated program of special news releases to editors of club newspapers has been instituted by the NAF public relations department.

THE BOOKLET "25 Questions and Answers About the NAF" has been completely revised and will be ready for promotional distribution by December 15.

NAF Code Of Ethics

1. Recognition of every man's inherent desire to do good work.
2. Open mindedness.
3. Fair dealing with management men.
4. Broad understanding of business principles.
5. Practical knowledge.
6. Sincere interests in working people.
7. Character building.

MANAGE SERVICE BUREAU

New Products and Free Publications for Management Men

As another special **MANAGE** service, this section is being devoted to presentation of up-to-date information on new products and literature which will be helpful to you on your management job. Should you desire additional information on any product—or a copy of an advertised piece of literature—**MANAGE** will be glad to forward your request to the manufacturer.

Address your request to **SERVICE BUREAU, MANAGE Magazine**, 321 West First Street, Dayton 2, Ohio.

NEW PRODUCTS

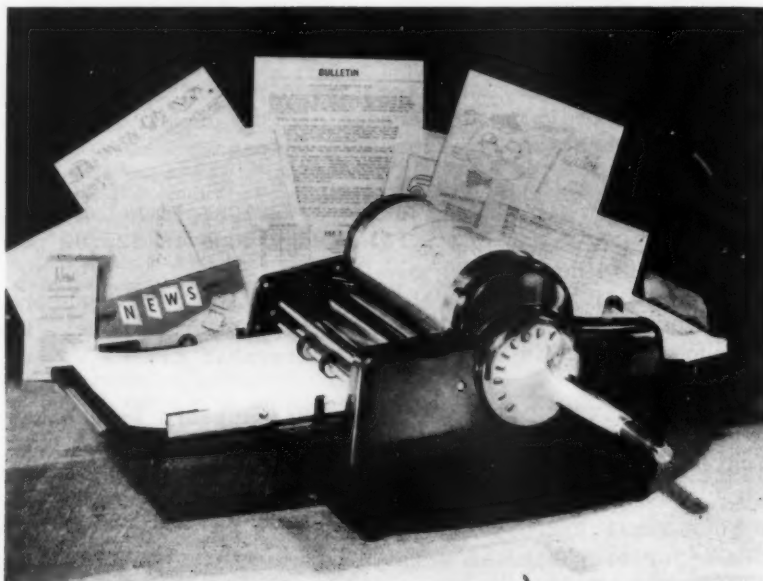
SANDER FEATURES STRAIGHT-LINE ACTION

WELLER ELECTRIC CORP. has developed a popular priced, vibrator-type electric sander that meets all the requirements of the professional woodworker as well as the home craftsman.

Designated Model 700, the new sander features a full 25 square inches of sanding area (equal to that of the largest vibrator-type on the market), yet the exclusive low design permits the sander to be operated under radiators and other restricted places.

A real labor-saver, the **WELLER SANDER** is also ideal for practically all rubbing, waxing or polishing jobs. It makes short work of feather edging, cleaning rust spots from metal, polishing furniture, waxing cars, removing paints and etc.

This latest "do-it-yourself" tool in the Weller line offers the professional and the amateur a real labor-saving craftsman's tool. The list price is \$14.95.



NEW AUTOMATIC FEED DUPLICOPY

The **DUPLICOPY CO.**, manufacturer of spirit duplicators announces the new-improved A-44 automatic feed All-Star. According to the manufacturer, this new machine features an easy turn handle operation which eliminates the possibility of tension and whip. Feed mechanism is new and positive and insures wrinkle-free copies.

NEW POWER BIT AND POWER BIT EXTENSION

Two new companion tools for plumbers, electricians and service mechanics, and maintenance men are being marketed by **STANLEY TOOLS**. The No. 104 Power Bit is a heavy duty, fast-boring bit said to have exceptional pulling power on tough jobs. It features hand sharpened lip and spur, plus a sharp clean single thread that draws bit quickly and easily through soft or hardwood. Fits 3-jaw electric drill chuck $\frac{3}{8}$ " and larger. Two set screw holes on shank line up with hex socket screws in chuck of new Power Bit Extension—prevents bit turning in extension and loss of bit when pulled from hole. Extension follows $1\frac{1}{16}$ " and larger bits, fits $\frac{3}{8}$ " and larger drill chucks. Comes in two lengths—18" and 24".

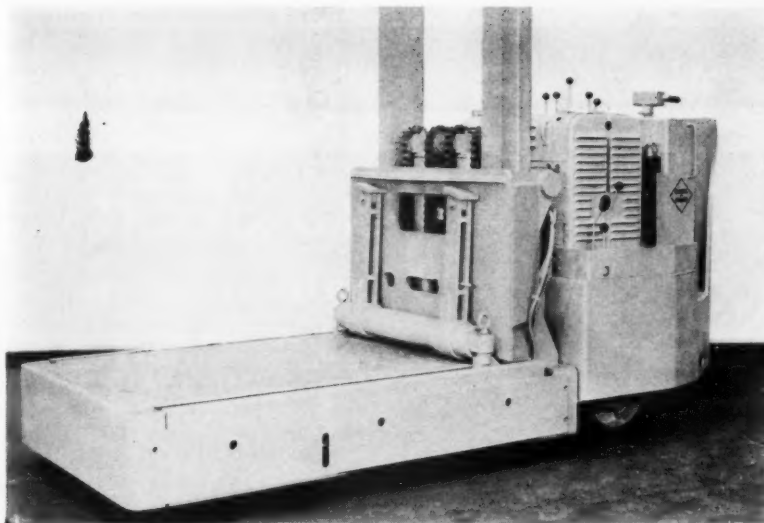
The **DUPLICOPY ALL-STARs** have been developed for foolproof performance and ease of operation. They feature Magic Fluid Flow, a patented moistening unit which eliminates adjustments and flooding, giving perfect, sharper, brighter copies. New dual cam principle gives pin-point registration copy to copy and copy to master, so essential in forms and systems work.

MULTI-DUTY MAGNET

A new multi-duty magnet is rapidly gaining ground in a variety of industries because of its manifold uses and easy handling.

Although the smaller length of the magnetic wonder wand is no longer than a kitchen fork, it has the grip of a monster. It moves quickly in and around machinery picking up small bits of iron, metal dust and dangerously sharp metal particles. Other uses include using it as a skimmer or coolant cleaner, removing objects from bins or barrels, and under-water recovery magnet or as a powerful magnetic attractor in any inaccessible place.

Developed by the **ERIEZ MANUFACTURING CO.** the wonder wand has a life-time guarantee. It is stocked in lengths ranging from 8" to 32" and can be ordered to suit individual plant needs.



NEW LINE OF DIE PULLERS

A new line of die pullers with capacities ranging from 10,000 to 100,000 pounds and designed for use in automotive, aircraft, and other stamping and forging plants using heavy presses has been announced by **THE ELWELL-PARKER ELECTRIC COMPANY**.

Important features are the hydraulic lift and push-off units which permit "inching" action. Hydraulic valves can be barely cracked to permit accurate positioning of the

platform and aligning of the die in the press. Each of the two pusher arms can be operated independently or simultaneously to permit accurate maneuvering of the die into position. Additional features: upright design using hydraulic lift permits unobstructed forward vision for the operator. There are no lift chains, no cables between the uprights and no crosshead at the top of the uprights. Hydraulic power steering, with all wheel steering, permits effortless, accurate handling of the trucks.



SPRAY PAINTING MASKS FOR ELECTRONIC TERMINALS

The urgent need for greater efficiency in masking of electronic terminals during finishing operations is becoming more generally recognized. To meet this demand, the **BY-BUK CO.**, industrial masking specialists, have developed a complete line of both re-usable and disposable masking caps for shielding all sizes and types of hermetic seal terminals from paint spray.

The plastic cap-masks fit down

over the metal electrodes and snugly cover the entire surface of the glass insulation, with sufficient grip to hold firmly in position and prevent paint from leaking in around the edges when under spray gun pressures. Paint will not adhere to them and can be peeled off when dry.

A line of inexpensive disposable terminal cap-masks made of balsa wood is also available. They have the same masking characteristics and will stand re-usage several times.

NEW LITERATURE

THE READY TOOL CO. has just issued a new tapers and specifications chart to assist grinding machine operators in the selection of correct centers for specific grinding machines. The chart consists of four separate sections; one each for Brown & Sharpe, Landis, Cincinnati, and Norton grinding machines. Each section lists the name of the machine, large diameter of the taper socket, taper length, taper per foot, and the taper designation.

Proper use of the **RED-E Engineer's** chart should eliminate considerable trouble in center selections.

A new "Fluorescent Guide," written in non-technical language for the use of both buyers and sellers of fluorescent products, has been announced by **SYLVANIA ELECTRIC PRODUCTS, INC.** The new guide was prepared solely as an informative reference digest to assist the buyer to purchase more intelligently and the salesman to sell more effectively. It contains information on what fluorescent lighting is, its advantages, the sizes in which lamps are available, colors, necessary accessories, and many other pertinent facts.

THE WEBER LABEL & MARKING SYSTEMS, a leading manufacturer of low cost multiple marking equipment, has compiled a new complete shipping systems information kit. This kit has been prepared to give all the information needed to solve every marking or labeling problem. It contains separate folders devoted to (1) How to use the Weber Tab-On stencil to prepare shipments (2) How to use the Weber direct to container marking system and (3) How to print labels and fill in addresses or other variable information in one fast operation. In addition to variations of the above basic systems, the kit also contains sample stencils.

The do's and don'ts of safe operation of industrial trucks are detailed in literature now available from **THE ELWELL-PARKER ELECTRIC CO.** Photographs illustrate such unsafe practices as carrying off-center loads, carrying loads which are piled too high, using trucks for elevators, operator inattention, and many others. In total, 31 rules for effective, safe operation of trucks are pictured and/or discussed.

The literature is designed for use by company administrative personnel as well as the truck operators themselves. Operator training suggestions are included. Safety regulations in effect by several leading users of industrial trucks are listed.



The Fourteenth Northern Ohio Personnel and Executive Conference will be held January 13 and 14, 1955 at Hotel Carter, Cleveland. "Gearing the Personnel Function for Effective Performance Today and Tomorrow" is the theme.

Directors of The New York Air Brake Company have announced that Charles T. Zaoral, vice-president in charge of operations and a director of the company for the past two years, was elected president. Bernard Peyton, formerly president, was made chairman of the board.

The Callery, Pa., plant of Mine Safety Appliances Company, recently was presented with the National Safety Council's Award of Merit for achieving a safety record of 10 years without a single lost-time accident. More than two million man-hours have been completed without a disabling injury.

Both sides of the labor-management debate over methods of setting quality standards were aired at the Quality Control Workshop Conference December 9 and 10 at Illinois Institute of Technology, Chicago.

Dr. Landon A. Sarver, a research chemist at the Roanoke plant of the American Viscose Corp., has been appointed chairman of the Chemistry Dept. of the University of Hawaii.

An illustrated folder has been prepared to help welcome visitors to the Etna, Pa., plant of the Spang-Chalfant Division of The National Supply Co. The National Supply Co. is identified as the world's largest manufacturer and distributor of oil field machinery and equipment. The company also makes many products for non-oil field use.

Charles A. Green has been appointed a regional sales manager for Whirlpool Corp., it was announced by national sales manager, John M. Crouse.

Robert B. Heppenstall, Jr., has been named general manager of the Bridgeport, Conn., plant of Heppenstall Company, Steel forgings manufacturer.

Appointment of J. A. McFetridge as Divisional Comptroller of the Frigidaire Division of General Motors, Dayton, was announced by Mason M. Roberts, General Manager of Frigidaire Division.

Sales and earnings of the Westinghouse Electric Corp. will continue high for the remainder of the year, according to a prediction made by Gwilym A. Price, president of the company, speaking before the New York Society of Security Analysts.

New devices developed by the Friez Instrument Division of Bendix Aviation Corp. for automatic control of equipment to regulate industrial air pollution were displayed recently at the First International Instrument Congress and Exposition in Philadelphia.

Ground was broken in Cumberland, Md. for Pittsburgh Plate Glass Company's new \$34,000,000 plate glass producing company. Designed for straight line production, the plant will be nearly three-quarters of a mile in length.

Taine G. McDougal, director of spark plug engineering and research at AC Spark Plug Division of General Motors, retired recently. Mr. McDougal is the "Dean of AC," having served with that organization for the past 40 years.

More than 260 men registered for Wittenberg College's Management Development Program which opened recently at Springfield, Ohio.

Wheeling Steel Corp. recently sent to its 11,000 stockholders an illustrated brochure describing the \$151 million improvement program which began in 1946.

The Hobbs engine hour meter is now included as standard equipment on all gasoline powered fork trucks manufactured by the Clark Equipment Co., according to an announcement by Robert H. Davies, Clark vice-president.

Lockheed Aircraft Service, Inc., oldest and largest independent aircraft maintenance and overhaul organization in the United States, has dramatized its role in meeting the demands of the fast growing air transport industry in a recently issued 24-page brochure.

Acme Aluminum Alloys, Inc., Dayton metals processor and special equipment manufacturer, has been awarded an Air Force contract to construct 46 runway barriers, the aircraft landing safety device which proved so effective in Korea and Japan.

The newly-organized Sintermet Div. of American Brake Shoe Co. has announced the appointment of Howard B. Huntress as director of research.

Irvin Wizon has joined the Development Service Dept. of American Viscose Corporation's Nitro, W. Va. plant, according to William P. Dooley, department head.

A baker's dozen of stampings made from Revere brass strip by the Worcester Pressed Steel Co., Worcester, Mass., chosen from the three billion metal stampings turned out by the "Presteel" Company since 1883, were exhibited recently at the New Bedford (Mass.) Division of Revere Copper and Brass, Inc.

E. H. Henderson, president and general manager of Yale Rubber Manufacturing Co., announces the completion of a 9,000 square foot brick and steel addition to the present plant of 85,000 square feet.

*This is what
a new idea looks like!*



the motoramic Chevrolet for 1955

SHOW-CAR STYLING with that long, low, "let's go" look of the highest-priced cars! More room inside for hats, hips and shoulders.

A GREAT NEW V8—TWO NEW 6's. Take your choice. There's the new "Turbo-Fire V8," delivering 162 h.p. with an ultra-high compression ratio of 8 to 1. Or the two new 6's—the "Blue-Flame 136" with Powerglide (optional at extra cost) and the "Blue-Flame 123."

THREE DRIVES, INCLUDING OVERDRIVE. You can have new Overdrive (optional at extra cost) with either the "Turbo-Fire V8" or the "Blue-Flame 123." Powerglide (also an extra-cost option) is available with the new V8 or the "Blue-Flame 136." And there's a new and finer standard transmission.

NEW SWEEP-SIGHT WINDSHIELD with four-fender visibility. More glass area all around!

NEW GLIDE-RIDE FRONT SUSPENSION cushions all road shocks. New Anti-Dive Braking Control assures "heads up" stops. You'll find easier steering and handling, too.

NEW OUTRIGGER REAR SPRINGS give greater stability in cornering.

NEW HIGH-LEVEL VENTILATION SYSTEM takes in air at hood-high level. Better ventilation rain or shine.

EVEN AIR CONDITIONING, if you wish. Only one of Chevrolet's many wonderful extra-cost options. All the latest power helps are also available.

TUBELESS TIRES as standard equipment—giving you greater protection against blowouts!

● Chevrolet and General Motors introduce a whole new age of low-cost motoring with a low-priced car that looks, rides and performs like the finest on the road! It's a new idea that could be carried out only by the greater resources and facilities of the world's leading car builders. See the Motoramic Chevrolet at your Chevrolet dealer's and see how it changes everything—including all your own ideas about cars and car value! . . . Chevrolet Division of General Motors, Detroit 2, Michigan.

More than a new car . . .
a new concept of low-cost motoring!

MOTORAMIC

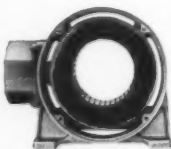
Chevrolet



Here's a new line of... **DELCO**

OPEN FRAME BALL-BEARING MOTORS

Corrosive-resistant cast iron frame. Exclusive cotton and varnish insulation for permanent flexibility and long life.



Grease-lubricated shielded and sealed ball bearings are positioned to maintain permanent shaft alignment.



Rotor is die-cast aluminum, dynamically balanced in unit with shaft to reduce vibration.



New NEMA frame sizes—the major design feature of these greatly improved Delcos—offer users more power in less space, with less noise, less weight, and better appearance. Yet with all these new advantages, there's no sacrifice of performance or electrical characteristics! These are the motors you can order *now* in frame sizes 182 and 184—and get in a hurry. Larger frame sizes—to 326—will be available later. Also, there are new totally-enclosed fan-cooled motors in frame sizes 182 and 184 available now. These two new lines are compact . . . lightweight . . . quiet.

Previous frame sizes will continue to be available



DELCO PRODUCTS

DIVISION OF GENERAL MOTORS CORPORATION
DAYTON 1, OHIO

A GENERAL MOTORS PRODUCT  A UNITED MOTORS LINE

DISTRIBUTED BY WHOLESALERS EVERYWHERE

